Career Advisory Board – Job Preparedness Indicator 2013

Prepared by: Harris Interactive Public Relations Research

September 27, 2013

Table of contents
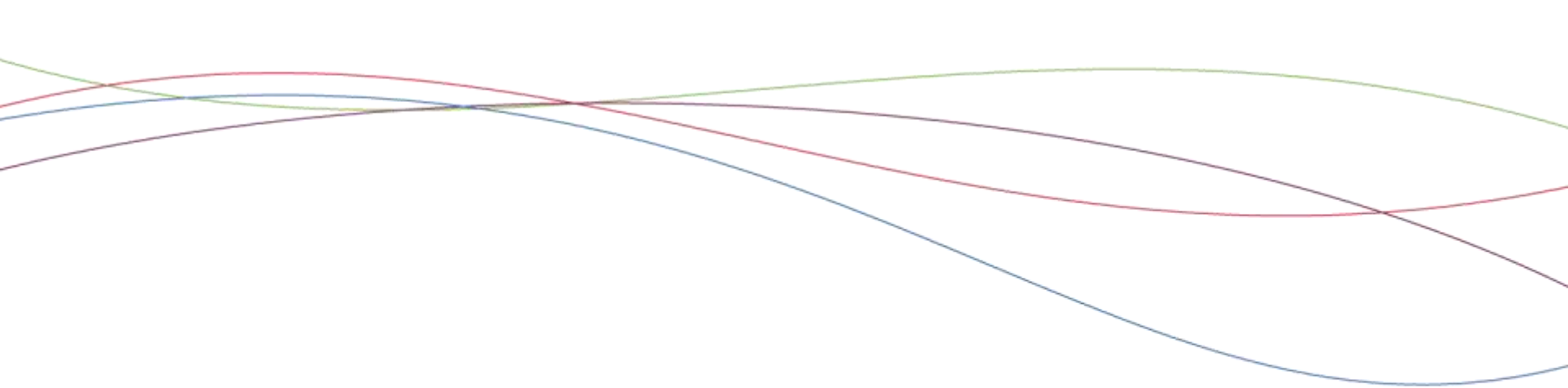
Quantitative Research Objectives

- To understand the landscape of the job market, this study sought to determine how hiring managers at America's largest corporations evaluate various skills and traits expected of successful employees.
  - Managers were asked to rate the relative importance and commonality of each skill/trait in the job seekers they interact with for entry level positions, mid-level positions and executive/managerial positions.
  - Data were analyzed and an Indicator was developed that described the value of each skill. High-value skills are those that are very important but very rare among job seekers. Low-value skills are those that are less important and very common among job seekers.
  - A full explanation of the Indicator's development can be found in appendix A.

- Job seekers were asked to describe themselves in terms of the same skills/traits the managers evaluated, as a basis for comparison.

- Further questions in the survey uncovered details about how confident job seekers are in their search as well as attitudes about the acquisition of necessary skills/traits and an overall perception of the labor market among both groups.

Data Collection Method

• The Career Advisory Board Job Preparedness Indicator survey was conducted online within the United States between July 18 – August 6, 2013 among 507 US adults aged 18 and up who are looking for work ("job seekers") and 500 employed US adults, with titles of Director and above or HR manager, with responsibility for hiring decisions within a company with Fortune 1000-equivalent annual revenue ("hiring managers"). Results from the study were weighted as needed for age, gender, race/ethnicity, education, region, household income, and propensity to be online to align them with their actual proportions in the population among job seekers and by company size among hiring managers to align them with their actual proportions among US businesses and international corporations with US operations.

• All sample surveys and polls, whether or not they use probability sampling, are subject to multiple sources of error which are most often not possible to quantify or estimate, including sampling error, coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments. Therefore, Harris Interactive avoids the words "margin of error" as they are misleading. All that can be calculated are different possible sampling errors with different probabilities for pure, unweighted, random samples with 100% response rates. These are only theoretical because no published polls come close to this ideal.

Report Notes

- An asterisk (*) signifies a value of less than one-half percent. A dash (-) represents a value of zero.

- For the Importance, Indicator and Job Seeker Self Description scores, gap values are shown to illustrate cohesion (or lack thereof). All gaps are calculated as (Job seeker description) – (Hiring manager value). Therefore, positive gaps mean job seekers are overemphasizing a trait, where negative gaps mean job seekers are not meeting expectations.

- Percentages may not always add up to 100% and gap values may appear to be off by ±1 point because of computer rounding or the acceptance of multiple responses.

- Statistical significance between subgroups is denoted as appropriate in the report. Each subgroup is assigned a letter. When significant differences appear, the larger of the two percentages will have the letter of its counterpart in superscript.

harris
INTERACTIVE

Importance of Job Skills/Traits and Self Description of Job Seekers

Entry Level: Importance to Hiring Managers/Self-Assessment of Job Seekers

- Hiring managers value rudimentary skills including strong base work ethic, working well with others, and initiative.
  - Entry level job seekers also tend to describe themselves with these skills/traits.

- Large positive gaps emerge around higher level skills of integrity and problem solving, indicating an overuse by job seekers.

- Entry level job seekers would do well to diversify their skills into areas with negative gaps, especially ability to work well with others.

2013 - Job Skills/Traits for Entry Level, Ranked on Importance to Hiring Managers

Gap*

Skill/Trait	Importance to Hiring Managers	Entry Level Job Seekers Self Description	Gap*
Strong base work ethic/dependable	75	77	2
Ability to work well with others	64	50	-14
Self motivated/High degree of initiative	57	55	-3
Flexibility	38	34	-4
Good time management skills	37	47	10
High integrity	36	62	26
Accountability	36	45	9
Problem solving	34	50	16
Interpersonal skills	34	30	-4
A good understanding of technology	33	32	0
Strong communication (i.e., written and verbal) skills	29	42	13
Ability to network effectively	10	14	4
Business acumen	7	5	-2
Strategic perspective	7	20	13
Global outlook	4	7	3

JPI 2013:

■ Importance to Hiring Managers (n=500)

■ Entry Level Job Seekers Self Description (n=173)

Importance based on maximum differential scores. See appendix for details.

* "Gap" is the difference between the self-description among job seekers and importance to hiring managers

harris INTERACTIVE

Gap in Entry Level Job Seeker Self-Description and Hiring Manager Importance

Year Over Year Comparison Ranked by 2013 Hiring Manager Importance

Legend:
- ■ Gap 2013
- ■ Gap 2012
- ■ Gap 2011

Attribute	Gap 2013	Gap 2012	Gap 2011
Strong base work ethic/dependable	2	6	3
Ability to work well with others	-14	-4	-5
Self motivated/High degree of initiative	-3	4	-11
Flexibility	-4	-6	5
Good time management skills	10	13	4
High integrity	26	24	27
Accountability	9	15	13
Problem solving	16	20	15
Interpersonal skills	-4	-5	-5
A good understanding of technology	0	-5	0
Strong communication (i.e., written and verbal) skills	13	10	11
Ability to network effectively	4	1	3
Business acumen	-2	-3	-3
Strategic perspective	13	11	7
Global outlook	3	3	4

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
2013 n=173
2012 n=188
2011 n=247

Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

harris INTERACTIVE

Job Skills/Traits for Entry Level – Hiring Manager Importance
Year Over Year Comparison Ranked by 2013 Hiring Manager Importance

Strong base work ethic/dependable
- 2013: 75
- 2012: 74
- 2011: 79

Ability to work well with others
- 2013: 64
- 2012: 61
- 2011: 63

Self motivated/High degree of initiative
- 2013: 57
- 2012: 56
- 2011: 60

Flexibility
- 2013: 38
- 2012: 43
- 2011: 40

Good time management skills
- 2013: 37
- 2012: 41
- 2011: 41

High integrity
- 2013: 36
- 2012: 43
- 2011: 42

Accountability
- 2013: 36
- 2012: 37
- 2011: 38

Problem solving
- 2013: 34
- 2012: 32
- 2011: 35

Interpersonal skills
- 2013: 34
- 2012: 31
- 2011: 35

A good understanding of technology
- 2013: 33
- 2012: 32
- 2011: 32

Strong communication (i.e., written and verbal) skills
- 2013: 29
- 2012: 30
- 2011: 31

Ability to network effectively
- 2013: 10
- 2012: 9
- 2011: 8

Business acumen
- 2013: 7
- 2012: 8
- 2011: 9

Strategic perspective
- 2013: 7
- 2012: 6
- 2011: 5

Global outlook
- 2013: 4
- 2012: 4
- 2011: 3

Legend:
- 2013 n=500
- 2012 n=516
- 2011 n=540

Importance based on maximum differential scores. See appendix for details.

Job Skills/Traits for Entry Level – Job Seeker Self Assessment
Year Over Year Comparison Ranked by 2013 Job Seeker Self Assessment

Trait	2013	2012	2011
Strong base work ethic/dependable	77	80	82
High integrity	62	67	69
Self motivated/High degree of initiative	55	60	49
Ability to work well with others	50	58	57
Problem solving	50	52	50
Good time management skills	47	55	45
Accountability	45	52	51
Strong communication (i.e., written and verbal) skills	42	40	42
Flexibility	34	37	45
A good understanding of technology	32	27	32
Interpersonal skills	30	26	29
Strategic perspective	20	17	13
Ability to network effectively	14	10	11
Global outlook	7	7	7
Business acumen	5	5	6

2013 n=173
2012 n=188
2011 n=247

harris
INTERACTIVE

Mid-Level: Importance to Hiring Managers/Self-Assessment of Job Seekers

- Hiring managers value communication and productivity skills for mid-level employees
  - Mid-level job seekers also tend to describe themselves with these skills/traits.

- Large positive gaps emerge around strong work ethic and integrity, indicating an overuse by job seekers.

- Business acumen has the strongest negative gap but falls toward the bottom of the list for hiring managers, suggesting there may not be significant returns in this skills for mid-level job seekers. However, mid-level job seekers may do well to exhibit interpersonal skills.

2013 - Job Skills/Traits for Mid-Level, Ranked on Importance to Hiring Managers

Skill/Trait	Importance to Hiring Managers	Mid Level Job Seekers Self Description	Gap*
Problem solving	49	54	4
Good time management skills	48	53	6
Strong communication (i.e., written and verbal) skills	47	48	1
Self motivated/High degree of initiative	40	58	18
Accountability	38	47	10
High integrity	37	66	28
Interpersonal skills	37	27	-10
Ability to work well with others	33	48	15
Strong base work ethic/dependable	29	81	52
Business acumen	26	7	-19
Ability to network effectively	21	10	-11
Flexibility	16	31	15
A good understanding of technology	16	31	15
Strategic perspective	15	16	1
Global outlook	8	6	-2

JPI 2013:

■ Importance to Hiring Managers (n=500)

■ Mid Level Job Seekers Self Description (n=247)

Importance based on maximum differential scores. See appendix for details.
* "Gap" is the difference between the self-description among job seekers and importance to hiring managers

© Harris Interactive

harris INTERACTIVE

13

Gap in Mid-Level Job Seeker Self-Description and Hiring Manager Importance
Year Over Year Comparison Ranked by 2013 Hiring Manager Importance

Problem solving — 4, 2, 1
Good time management skills — 6, 5, 10
Strong communication (i.e., written and verbal) skills — 1, 9, 4
Self motivated/High degree of initiative — 18, 12, 15
Accountability — 10, 8, 8
High integrity — 28, 25, 30
Interpersonal skills — -10, -1, -8
Ability to work well with others — 15, 24, 19
Strong base work ethic/dependable — 52, 45, 49
Business acumen — -19, -20, -19
Ability to network effectively — -11, -7, -6
Flexibility — 15, 14, 19
A good understanding of technology — 15, 14, 15
Strategic perspective — 1, -2, -6
Global outlook — -2, -3, -4

■ Gap 2013
■ Gap 2012
■ Gap 2011

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
2013 n=247
2012 n=188
2011 n=247

*Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

© Harris Interactive

harris INTERACTIVE

Job Skills/Traits for Mid-Level – Hiring Manager Importance
Year Over Year Comparison Ranked by 2013 Hiring Manager Importance

Legend:
- 2013 n=500
- 2012 n=516
- 2011 n=540

Skill/Trait	2013	2012	2011
Problem solving	49	51	53
Good time management skills	48	44	43
Strong communication (i.e., written and verbal) skills	47	43	45
Self motivated/High degree of initiative	40	42	44
Accountability	38	41	42
High integrity	37	41	39
Interpersonal skills	37	35	36
Ability to work well with others	33	32	35
Strong base work ethic/dependable	29	31	34
Business acumen	26	27	28
Ability to network effectively	21	17	18
Flexibility	16	20	16
A good understanding of technology	16	15	15
Strategic perspective	15	17	16
Global outlook	8	7	8

Importance based on maximum differential scores. See appendix for details.

harris
INTERACTIVE

Job Skills/Traits for Mid-Level – Job Seeker Self Assessment
Year Over Year Comparison Ranked by 2013 Job Seeker Self Assessment

Strong base work ethic/dependable
- 2013: 81
- 2012: 76
- 2011: 83

High integrity
- 2013: 66
- 2012: 66
- 2011: 68

Self motivated/High degree of initiative
- 2013: 58
- 2012: 54
- 2011: 59

Problem solving
- 2013: 54
- 2012: 53
- 2011: 54

Good time management skills
- 2013: 53
- 2012: 49
- 2011: 53

Ability to work well with others
- 2013: 48
- 2012: 56
- 2011: 54

Strong communication (i.e., written and verbal) skills
- 2013: 48
- 2012: 51
- 2011: 49

Accountability
- 2013: 47
- 2012: 49
- 2011: 50

Flexibility
- 2013: 31
- 2012: 35
- 2011: 35

A good understanding of technology
- 2013: 31
- 2012: 30
- 2011: 30

Interpersonal skills
- 2013: 27
- 2012: 34
- 2011: 27

Strategic perspective
- 2013: 16
- 2012: 15
- 2011: 10

Ability to network effectively
- 2013: 10
- 2012: 10
- 2011: 12

Business acumen
- 2013: 7
- 2012: 7
- 2011: 9

Global outlook
- 2013: 6
- 2012: 4
- 2011: 4

Legend:
- ■ 2013 n=247
- ■ 2012 n=243
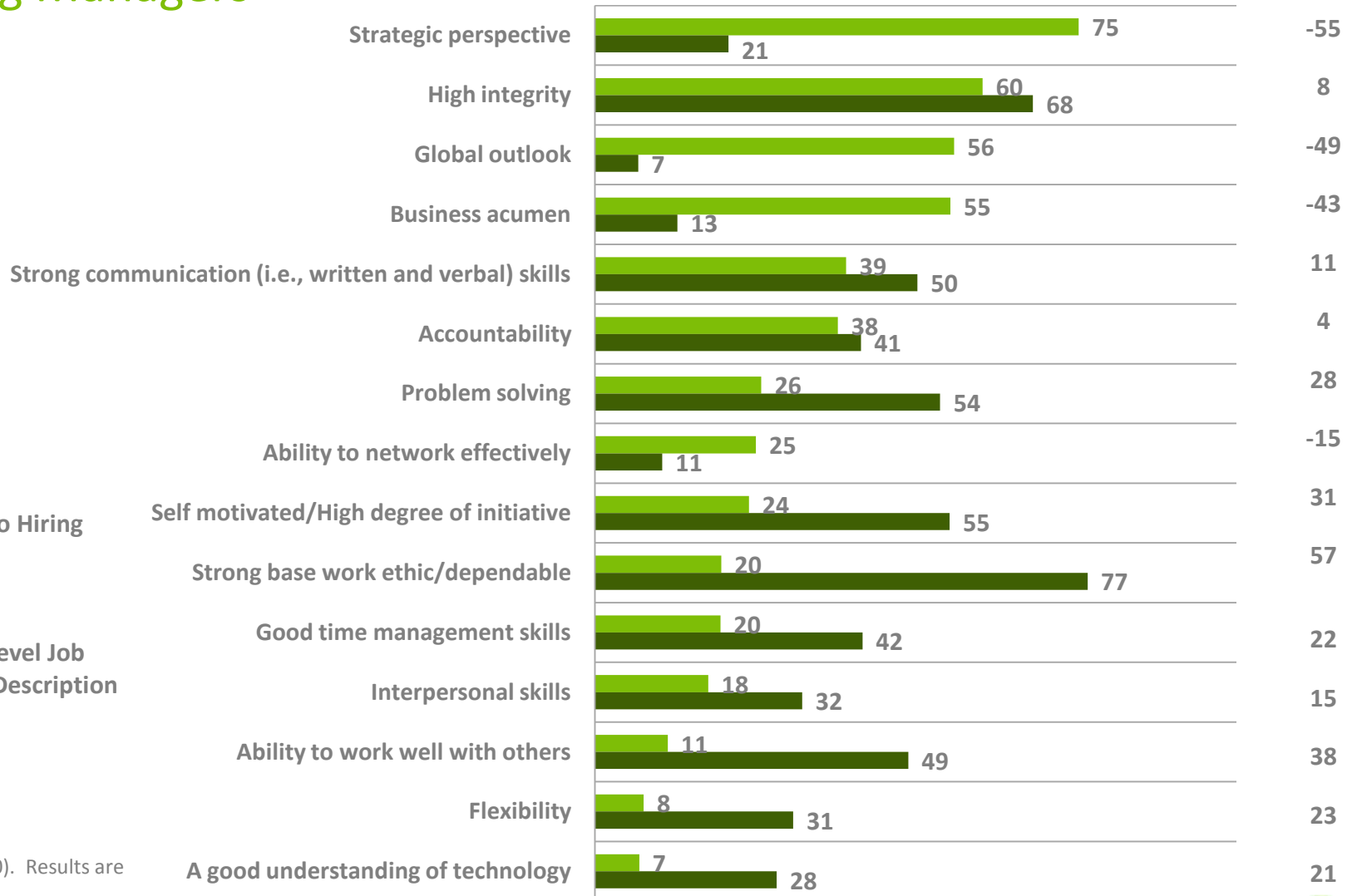- ■ 2011 n=331

harris
INTERACTIVE

Managerial Level: Importance to Hiring Managers/Self-Assessment of Job Seekers

- Hiring managers place importance on "big picture" skills at the managerial level: strategic perspective, integrity, global outlook and business acumen.
  - However managerial level job seekers fail to use these traits and skills to describe themselves. (It is notable that they do roughly converge at the trait of integrity).

- Overwhelming negative gaps appear at the most important traits to hiring managers, suggesting managerial level job seekers must emphasize these skills to stand out from their peers.

- Meanwhile strong positive gaps appear at the least important traits and skills, indicating managerial level job seekers should move away from using these as descriptors.

Job Skills/Traits for Managerial Level, Ranked on Importance to Hiring Managers

Gap*

Skill/Trait	Importance to Hiring Managers	Managerial Level Job Seekers Self Description	Gap*
Strategic perspective	75	21	-55
High integrity	60	68	8
Global outlook	56	7	-49
Business acumen	55	13	-43
Strong communication (i.e., written and verbal) skills	39	50	11
Accountability	38	41	4
Problem solving	26	54	28
Ability to network effectively	25	11	-15
Self motivated/High degree of initiative	24	55	31
Strong base work ethic/dependable	20	77	57
Good time management skills	20	42	22
Interpersonal skills	18	32	15
Ability to work well with others	11	49	38
Flexibility	8	31	23
A good understanding of technology	7	28	21

JPI 2013:

- ■ **Importance to Hiring Managers (n=500)**
- ■ **Managerial Level Job Seekers Self Description (n=87*)**
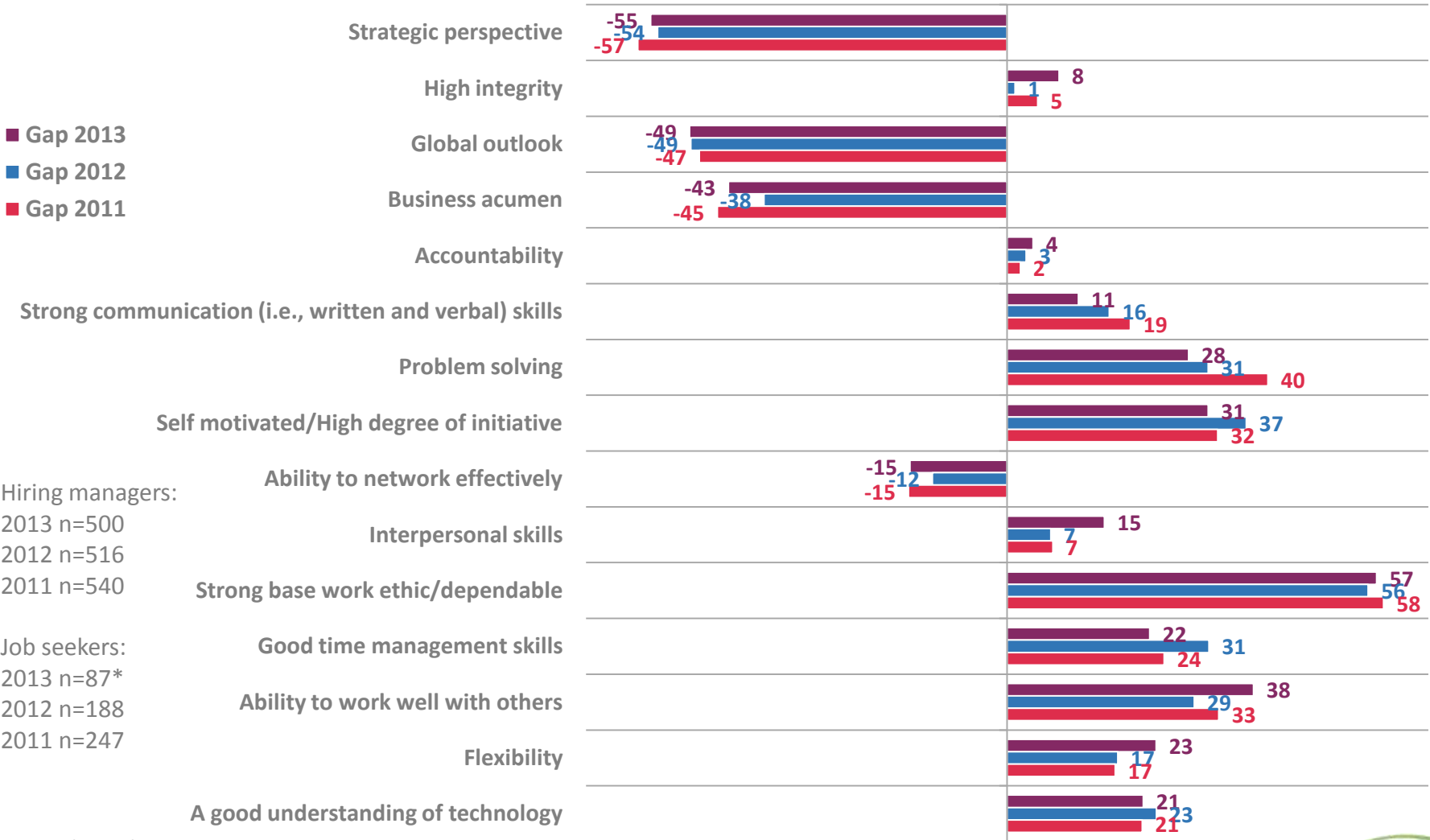
*Small base (n<100). Results are qualitative.

Importance based on maximum differential scores. See appendix for details.
* "Gap" is the difference between the self-description among job seekers and importance to hiring managers

harris INTERACTIVE

Gap in Managerial Level Job Seeker Self-Description and Hiring Manager Importance

Year Over Year Comparison Ranked by 2012 Hiring Manager Importance

Legend:
- ■ Gap 2013
- ■ Gap 2012
- ■ Gap 2011

Attribute	Gap 2013	Gap 2012	Gap 2011
Strategic perspective	-55	-54	-57
High integrity	8	1	5
Global outlook	-49	-49	-47
Business acumen	-43	-38	-45
Accountability	4	3	2
Strong communication (i.e., written and verbal) skills	11	16	19
Problem solving	28	31	40
Self motivated/High degree of initiative	31	37	32
Ability to network effectively	-15	-12	-15
Interpersonal skills	15	7	7
Strong base work ethic/dependable	57	56	58
Good time management skills	22	31	24
Ability to work well with others	38	29	33
Flexibility	23	17	17
A good understanding of technology	21	23	21

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
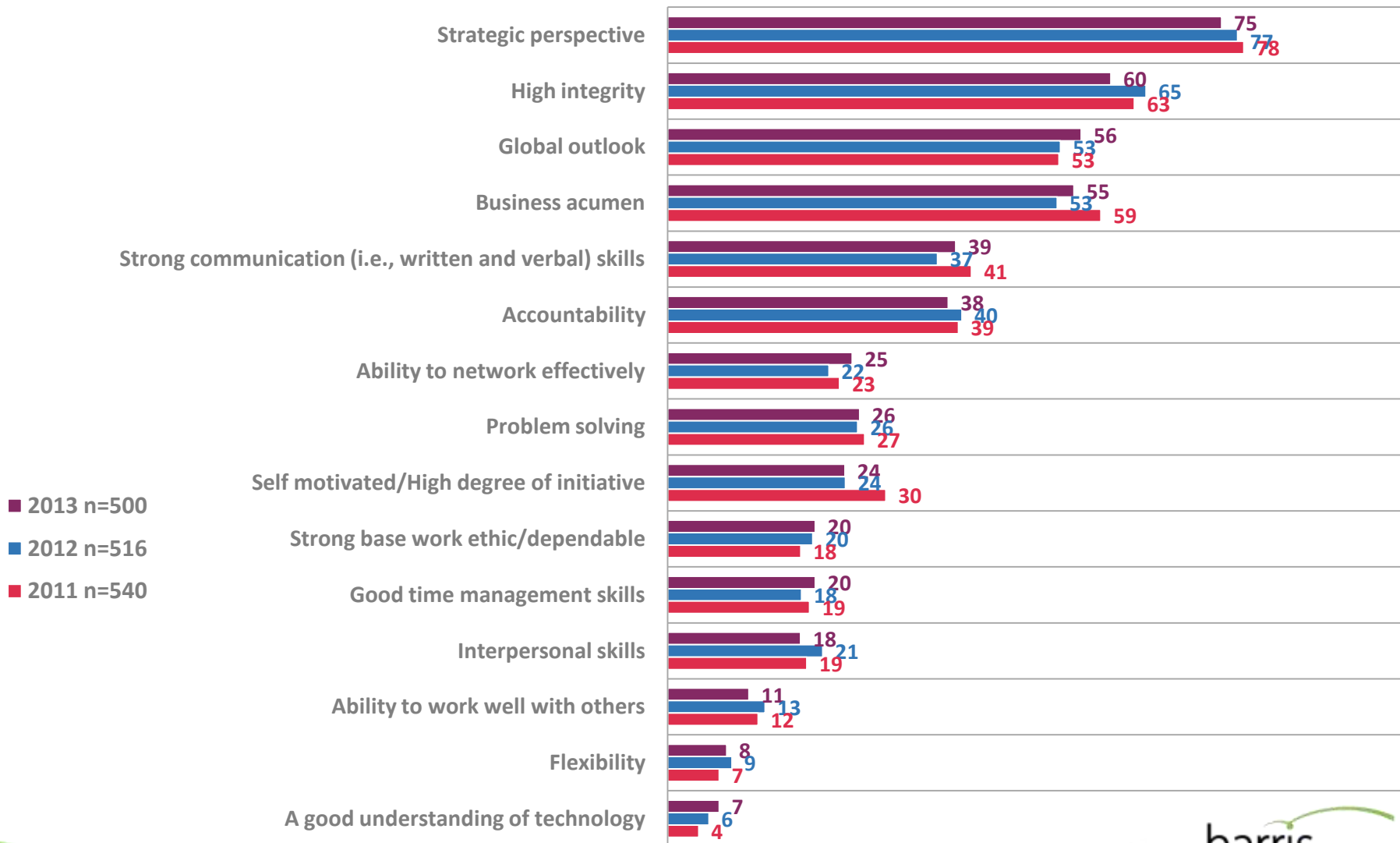2013 n=87*
2012 n=188
2011 n=247

*Small base (n<100). Results are qualitative.

*Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

harris
INTERACTIVE

© Harris Interactive

Job Skills/Traits for Managerial Level – Hiring Manager Importance
Year Over Year Comparison Ranked by 2013 Hiring Manager Importance

Strategic perspective
- 75
- 77
- 78

High integrity
- 60
- 65
- 63

Global outlook
- 56
- 53
- 53

Business acumen
- 55
- 53
- 59

Strong communication (i.e., written and verbal) skills
- 39
- 37
- 41

Accountability
- 38
- 40
- 39

Ability to network effectively
- 25
- 22
- 23

Problem solving
- 26
- 26
- 27

Self motivated/High degree of initiative
- 24
- 24
- 30

Strong base work ethic/dependable
- 20
- 20
- 18

Good time management skills
- 20
- 18
- 19

Interpersonal skills
- 18
- 21
- 19

Ability to work well with others
- 11
- 13
- 12

Flexibility
- 8
- 9
- 7

A good understanding of technology
- 7
- 6
- 4

■ 2013 n=500
■ 2012 n=516
■ 2011 n=540

Importance based on maximum differential scores. See appendix for details.

© Harris Interactive

harris
INTERACTIVE

20

Job Skills/Traits for Managerial Level – Job Seeker Self Assessment
Year Over Year Comparison Ranked by 2013 Job Seeker Self Assessment

Trait	2013	2012	2011
Strong base work ethic/dependable	77	77	76
High integrity	68	66	68
Self motivated/High degree of initiative	55	61	62
Problem solving	54	57	67
Strong communication (i.e., written and verbal) skills	50	52	60
Ability to work well with others	49	42	45
Good time management skills	42	49	43
Accountability	41	43	41
Interpersonal skills	32	28	26
Flexibility	31	26	24
A good understanding of technology	28	29	25
Strategic perspective	21	23	21
Business acumen	13	15	14
Ability to network effectively	11	10	8
Global outlook	7	4	6

■ 2013 n=87*
■ 2012 n=110
■ 2011 n=156

*Small base (n<100). Results are qualitative.

Job Preparedness Indicator

Entry Level Indicator Score Findings

- Hiring managers indicate that the most valued (i.e., greatest importance but least common) skills are:
  - Strong base work ethic
  - Self motivation
  - Ability to work well with others

- Job seekers' magnitude of self description is somewhat greater than the value hiring managers place on strong base work ethic, but otherwise roughly aligned with the value to hiring managers on key skills.

- However it is notable that job seekers frequently describe themselves as having high integrity, while this skill is of little value to hiring managers at the entry level.

harris
INTERACTIVE

Job Skills/Traits for Entry Level, Ranked on Indicator

Skill/Trait	Hiring Managers Indicator Score	Entry Level Job Seekers Self Description	Gap*
Strong base work ethic/dependable	58	77	19
Self motivated/High degree of initiative	50	55	4
Ability to work well with others	50	50	0
Good time management skills	45	47	2
Global outlook	45	7	-38
Strategic perspective	45	20	-25
Accountability	43	45	2
Problem solving	42	50	8
Strong communication (i.e., written and verbal) skills	40	42	2
Business acumen	40	5	-35
Flexibility	40	34	-6
High integrity	40	62	22
Interpersonal skills	39	30	-9
A good understanding of technology	37	32	-5
Ability to network effectively	36	14	-22

JPI 2013:

■ Hiring Managers Indicator Score (n=500)

■ Entry Level Job Seekers Self Description (n=173)

Importance based on maximum differential scores. See appendix for details.
* "Gap" is the difference between the self-description among job seekers and importance to hiring managers

harris
INTERACTIVE

Gap in Entry Level Job Seeker Self-Description and Hiring Manager Indicator Score

Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Strong base work ethic/dependable: 19, 21, 20

Self motivated/High degree of initiative: 4, 9, -4

Ability to work well with others: 0, 8, 8

Good time management skills: 2, 8, -2

Global outlook: -38, -38, -38

Strategic perspective: -25, -27, -31

Accountability: 2, 6, 6

Problem solving: 8, 10, 7

Strong communication (i.e., written and verbal) skills: 2, -3, 0

Business acumen: -35, -35, -35

Flexibility: -6, -7, 3

High integrity: 22, 24, 25

Interpersonal skills: -9, -13, -10

A good understanding of technology: -5, -10, -4

Ability to network effectively: -22, -26, -26

■ Gap 2013
■ Gap 2012
■ Gap 2011

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
2013 n=173
2012 n=188
2011 n=247

Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

harris
INTERACTIVE

Job Skills/Traits for Entry Level – Hiring Manager Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Legend:
- 2013 n=500 (purple)
- 2012 n=516 (blue)
- 2011 n=540 (red)

Skill/Trait	2013	2012	2011
Strong base work ethic/dependable	58	59	62
Self motivated/High degree of initiative	50	51	53
Ability to work well with others	50	50	50
Good time management skills	45	47	46
Global outlook	45	45	45
Strategic perspective	45	44	44
Accountability	43	46	45
Problem solving	42	42	43
Flexibility	40	44	42
High integrity	40	43	44
Strong communication (i.e., written and verbal) skills	40	42	42
Business acumen	40	40	41
Interpersonal skills	39	39	40
A good understanding of technology	37	38	36
Ability to network effectively	36	37	37

harris INTERACTIVE

Mid-Level Indicator Score Findings

- Hiring managers indicate that the most valued (i.e., greatest importance but least common) skills are:
  – Problem solving
  – Good time management
  – Strong communication

- Mid-level job seekers tend to describe themselves with these skills/traits to roughly the same degree they are valued by hiring managers.

- However mid-level job seekers particularly overuse strong base work ethic – a skill valued by hiring managers at the entry level.

harris
INTERACTIVE

Job Skills/Traits for Mid-Level, Ranked on Indicator

Gap*

Trait	Hiring Managers Indicator Score	Mid Level Job Seekers Self Description	Gap*
Problem solving	44	54	10
Good time management skills	42	53	12
Strong communication (i.e., written and verbal) skills	41	48	7
Accountability	37	47	10
Self motivated/High degree of initiative	37	58	21
High integrity	37	66	29
Interpersonal skills	37	27	-10
Business acumen	36	7	-29
Global outlook	36	6	-30
Strategic perspective	35	16	-19
Ability to network effectively	34	10	-24
Ability to work well with others	34	48	14
Strong base work ethic/dependable	33	81	48
A good understanding of technology	30	31	1
Flexibility	30	31	1

JPI 2013:

- ■ Hiring Managers Indicator Score (n=500)

- ■ Mid Level Job Seekers Self Description (n=247)

** "Gap" is the difference between the self-description among job seekers and value to hiring managers
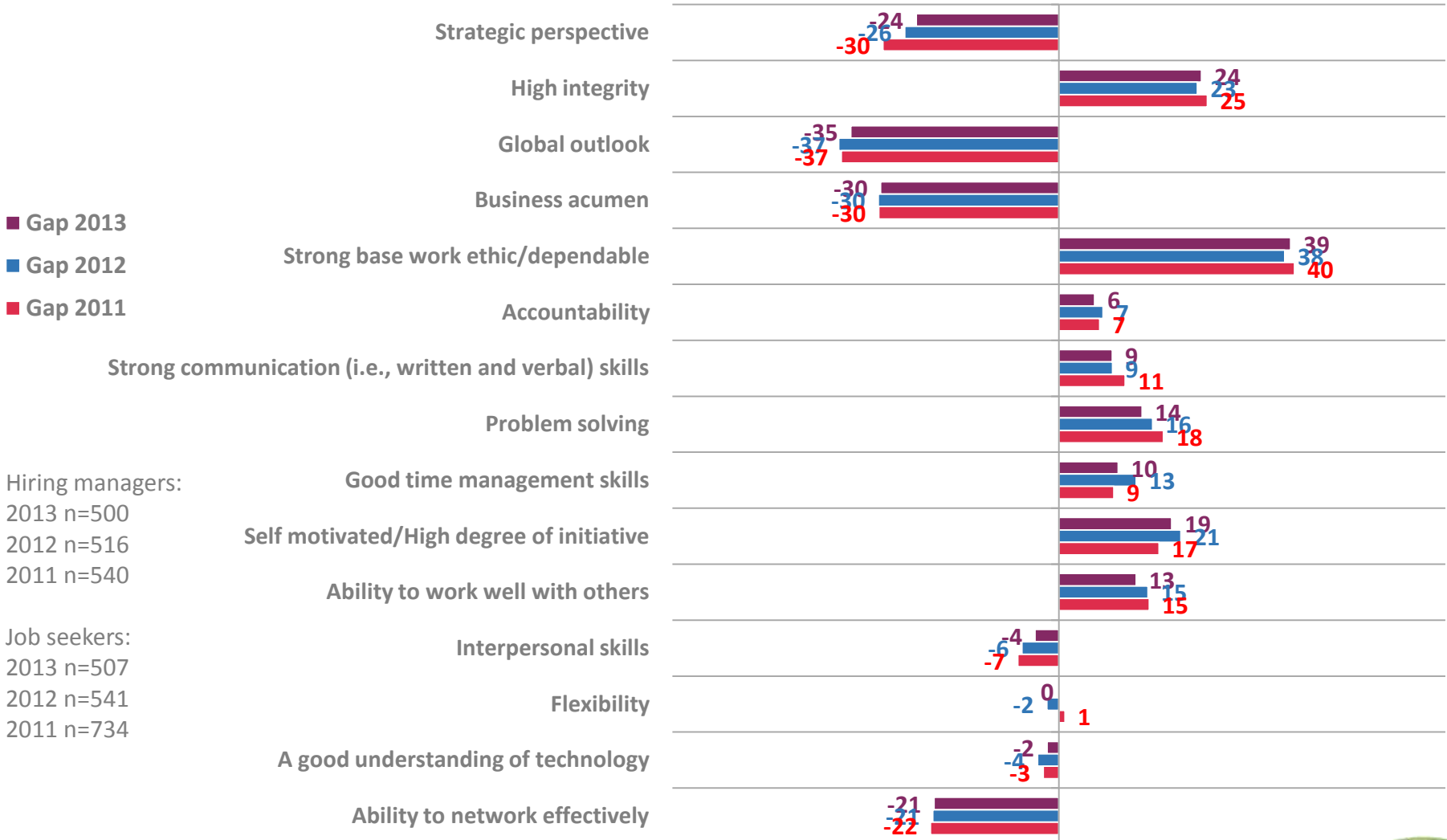
harris INTERACTIVE

Gap in Mid-Level Job Seeker Self-Description and Hiring Manager Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Problem solving — 10, 9, 8

Good time management skills — 12, 8, 13

Strong communication (i.e., written and verbal) skills — 7, 10, 7

Accountability — 10, 8, 10

Self motivated/High degree of initiative — 21, 15, 20

High integrity — 29, 28, 30

Interpersonal skills — -10, -5, -9

Business acumen — -29, -31, -28

Global outlook — -30, -33, -34

Strategic perspective — -19, -22, -27

Ability to network effectively — -24, -22, -21

Ability to work well with others — 14, 22, 18

Strong base work ethic/dependable — 48, 43, 48

A good understanding of technology — 1, 0, 0

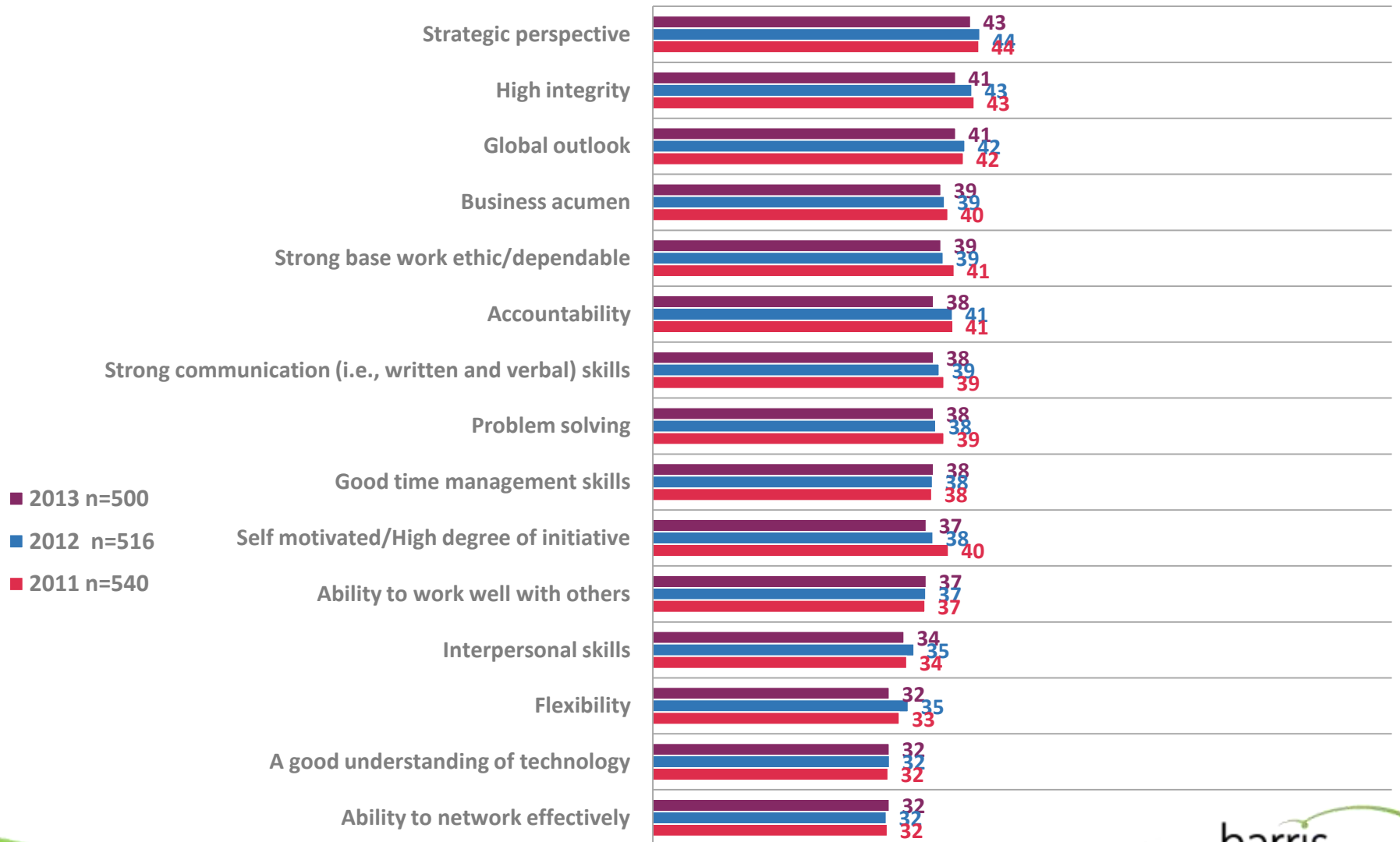**Flexibility** — 1, 2, 4

- ■ Gap 2013
- ■ Gap 2012
- ■ Gap 2011

Hiring managers:
2013 n=XXX
2012 n=516
2011 n=540

Job seekers:
2013 n=XXX
2012 n=243
2011 n=331

Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

harris
INTERACTIVE

Job Skills/Traits for Mid-Level – Hiring Manager Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Good time management skills
- 2013: 42
- 2012: 41
- 2011: 40

Strong communication (i.e., written and verbal) skills
- 2013: 41
- 2012: 42
- 2011: 42

Accountability
- 2013: 37
- 2012: 41
- 2011: 40

Self motivated/High degree of initiative
- 2013: 37
- 2012: 39
- 2011: 40

Interpersonal skills
- 2013: 37
- 2012: 39
- 2011: 36

High integrity
- 2013: 37
- 2012: 38
- 2011: 38

Problem solving
- 2013: 44
- 2012: 44
- 2011: 45

Business acumen
- 2013: 36
- 2012: 38
- 2011: 37

Global outlook
- 2013: 36
- 2012: 37
- 2011: 38

Strategic perspective
- 2013: 35
- 2012: 37
- 2011: 37

Ability to work well with others
- 2013: 34
- 2012: 34
- 2011: 36

Ability to network effectively
- 2013: 34
- 2012: 32
- 2011: 32

Strong base work ethic/dependable
- 2013: 33
- 2012: 33
- 2011: 35

Flexibility
- 2013: 30
- 2012: 32
- 2011: 31

A good understanding of technology
- 2013: 30
- 2012: 29
- 2011: 30

Legend:
- 2013 n=500
- 2012 n=516
- 2011 n=540

harris
INTERACTIVE

Managerial Level Indicator Score Findings

- Hiring managers indicate that the most valued (i.e., greatest importance but least common) skills are:
  - Strategic perspective
  - High integrity
  - Global outlook
  - Business acumen

- With the exception of integrity, managerial level job seekers fall short of the hiring managers' expectations.

- Managerial level job seekers commonly describe themselves with skills that are only high-value at the entry/mid-levels:
  - Strong base work ethic
  - Self motivated
  - Problem solving

Job Skills/Traits for Managerial Level, Ranked on Indicator

Gap*

Skill/Trait	Hiring Manager Indicator Score	Mgr Level Job Seekers Self Description	Gap*
Strategic perspective	49	21	-28
High integrity	47	68	21
Global outlook	43	7	-36
Business acumen	39	13	-26
Accountability	35	41	7
Strong communication (i.e., written and verbal) skills	32	50	18
A good understanding of technology	29	28	-1
Problem solving	29	54	25
Ability to network effectively	27	11	-16
Good time management skills	27	42	15
Flexibility	26	31	5
Strong base work ethic/dependable	26	77	51
Ability to work well with others	26	49	23
Interpersonal skills	25	32	7
Self motivated/High degree of initiative	24	55	31

JPI 2013:

■ Hiring Manager Indicator Score (n=500)

■ Mgr Level Job Seekers Self Description (n=87*)

*Small base (n<100).

*** "Gap" is the difference between the self-description among job seekers and value to hiring managers*

© Harris Interactive

harris INTERACTIVE

32

Gap in Managerial Level Job Seeker Self-Description and Hiring Mgr Indicator Score

Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Legend:
- Gap 2013 (purple)
- Gap 2012 (blue)
- Gap 2011 (red)

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
2013 n=87*
2012 n=110
2011 n=156

*Small base (n<100).

Attribute	Gap 2013	Gap 2012	Gap 2011
Strategic perspective	-28	-29	-31
High integrity	21	18	19
Global outlook	-36	-40	-38
Business acumen	-26	-24	-28
Accountability	7	8	5
Strong communication (i.e., written and verbal) skills	18	20	26
A good understanding of technology	-1	0	-4
Problem solving	25	28	37
Ability to network effectively	-16	-15	-18
Good time management skills	15	23	17
Flexibility	5	2	-4
Strong base work ethic/dependable	51	50	51
Ability to work well with others	23	16	20
Interpersonal skills	7	-1	-1
Self motivated/High degree of initiative	31	37	35

Negative gap means job seekers describe themselves with this attribute less than hiring managers value it.

Job Skills/Traits for Managerial Level – Hiring Manager Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Legend:
- 2013 n=500
- 2012 n=516
- 2011 n=540

Skill/Trait	2013	2012	2011
Strategic perspective	49	52	
High integrity	47	48	
Global outlook	43	44	
Business acumen	39	40	
Accountability	35	35	
Strong communication (i.e., written and verbal) skills	32	32	
A good understanding of technology	29	29	
Problem solving	29	29	
Good time management skills	27	26	
Ability to network effectively	27	26	
Flexibility	26	27	
Ability to work well with others	26	26	
Strong base work ethic/dependable	26	25	
Interpersonal skills	25	29	
Self motivated/High degree of initiative	24	24	

harris
INTERACTIVE

Overall Indicator Score Findings

- Regardless of level sought, hiring managers indicate the most valuable skills include:

  - Strategic perspective
  - High integrity
  - Global outlook

- Not surprisingly these are skills that tend to be highly valued at the managerial level, where the greatest degree of misalignment occurs.

- With the exception of integrity and accountability, job seekers tend to fall short again in these skills/traits.

harris
INTERACTIVE

Overall Indicator Score and Job Seeker Self Description, Ranked on Indicator

Gap*

Indicator	Hiring Managers Indicator Score	Job Seekers Self Description	Gap*
Strategic perspective	43	19	-24
High integrity	41	65	24
Global outlook	41	7	-35
Business acumen	39	8	-30
Strong base work ethic/dependable	39	78	39
Accountability	38	45	6
Strong communication (i.e., written and verbal) skills	38	47	9
Problem solving	38	53	14
Good time management skills	38	47	10
Self motivated/High degree of initiative	37	56	19
Ability to work well with others	37	49	13
Interpersonal skills	34	30	-4
Flexibility	32	32	0
A good understanding of technology	32	31	-2
Ability to network effectively	32	12	-21

JPI 2013:

■ Hiring Managers Indicator Score (n=500)

■ Job Seekers Self Description (n=507)

** "Gap" is the difference between the self-description among job seekers and value to hiring managers

Gap in Job Seeker Self-Description and Overall Hiring Mgr Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

- ■ Gap 2013
- ■ Gap 2012
- ■ Gap 2011

Hiring managers:
2013 n=500
2012 n=516
2011 n=540

Job seekers:
2013 n=507
2012 n=541
2011 n=734

Attribute	Gap 2013	Gap 2012	Gap 2011
Strategic perspective	-24	-26	-30
High integrity	24	23	25
Global outlook	-35	-37	-37
Business acumen	-30	-30	-30
Strong base work ethic/dependable	39	38	40
Accountability	6	7	7
Strong communication (i.e., written and verbal) skills	9	9	11
Problem solving	14	16	18
Good time management skills	10	13	9
Self motivated/High degree of initiative	19	21	17
Ability to work well with others	13	15	15
Interpersonal skills	-4	-6	-7
Flexibility	0	-2	1
A good understanding of technology	-2	-4	-3
Ability to network effectively	-21	-21	-22

*Negative gap means job seekers describe themselves
with this attribute less than hiring managers value it.*

© Harris Interactive

harris INTERACTIVE

Job Skills/Traits– Overall Hiring Manager Indicator Score
Year Over Year Comparison Ranked by 2013 Hiring Manager Indicator Score (Value)

Skill/Trait	2013 n=500	2012 n=516	2011 n=540
Strategic perspective	43	44	44
High integrity	41	43	43
Global outlook	41	42	42
Business acumen	39	39	40
Strong base work ethic/dependable	39	39	41
Accountability	38	41	41
Strong communication (i.e., written and verbal) skills	38	39	39
Problem solving	38	38	39
Good time management skills	38	38	38
Self motivated/High degree of initiative	37	38	40
Ability to work well with others	37	37	37
Interpersonal skills	34	35	34
Flexibility	32	35	33
A good understanding of technology	32	32	32
Ability to network effectively	32	32	32

Job Seekers' & Hiring Managers' Outlook on the Job Market

harris
INTERACTIVE

Hiring Managers: Confidence US Job Market Will Improve in Next Year

Confidence in the US job market is building among hiring managers— the proportion of hiring managers who are extremely/very confident that the job market will improve in the next year nearly doubled, though the majority still feel somewhat or not at all confident.

Hiring Managers - 2013

- Not sure, 1%
- Very confident, 24%
- Extremely confident, 6%
- Not at all confident, 13%
- Somewhat confident, 55%

Hiring Managers - Trend

Legend: 2013 [A], 2012 [B]

Extremely/Very Confident: 30% [B], 16%

Somewhat/Not at all Confident: 68%, 83% [A]

harris INTERACTIVE
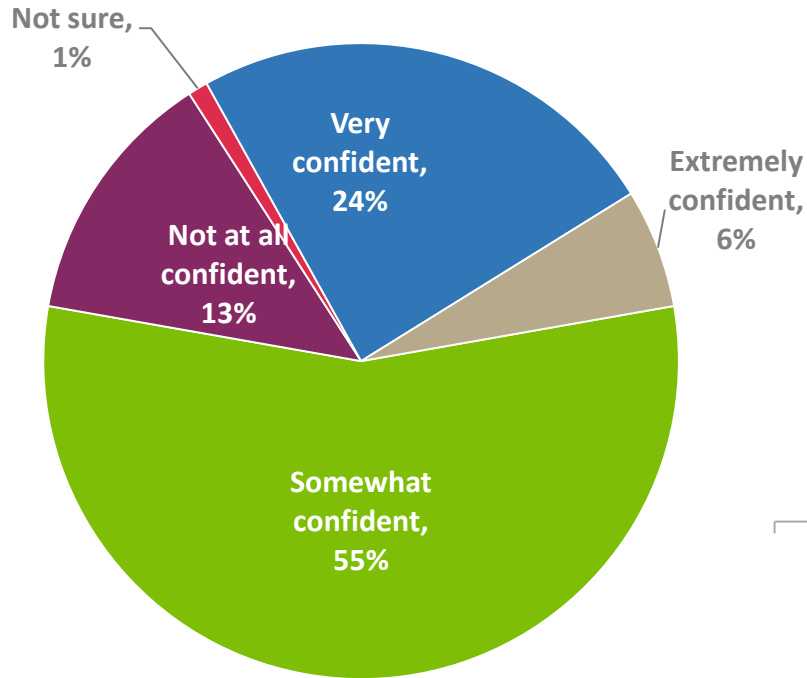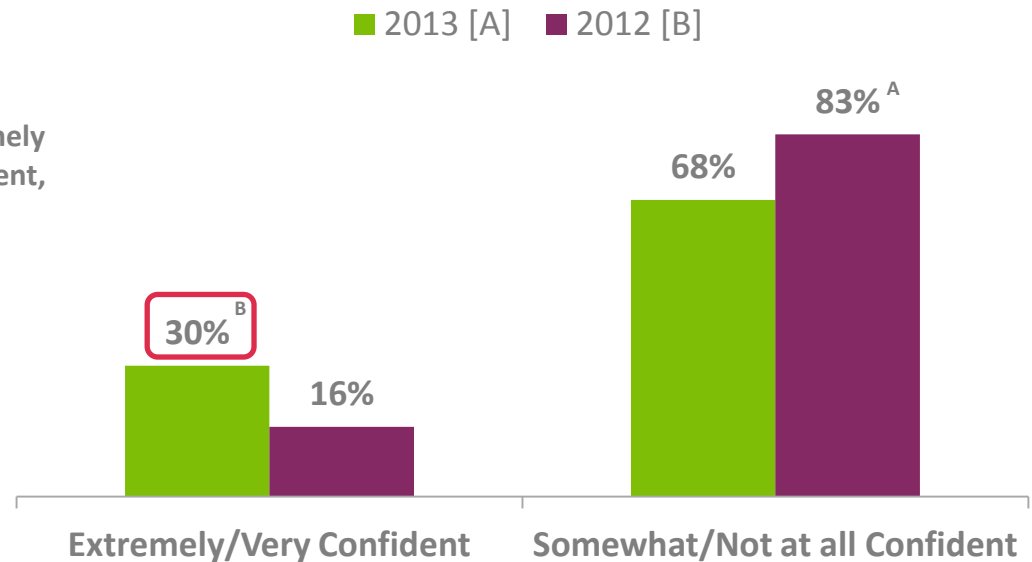
Job Seekers: Confidence US Job Market Will Improve in Next Year

Job seeker confidence is becoming more polarized– while significantly more job seekers say they are extremely/very confident that the US job market will improve, a greater proportion say they are not at all confident than in 2012.

Job Seekers - 2013

Not sure, 6%

Very confident, 14%

Extremely confident, 6%

Somewhat confident, 37%

Not at all confident, 37%*

Job Seekers - Trend

■ 2013 [A]   ■ 2012 [B]

	Extremely/Very Confident	Somewhat/Not at all Confident
2013	20% B	74%
2012	13%	80%
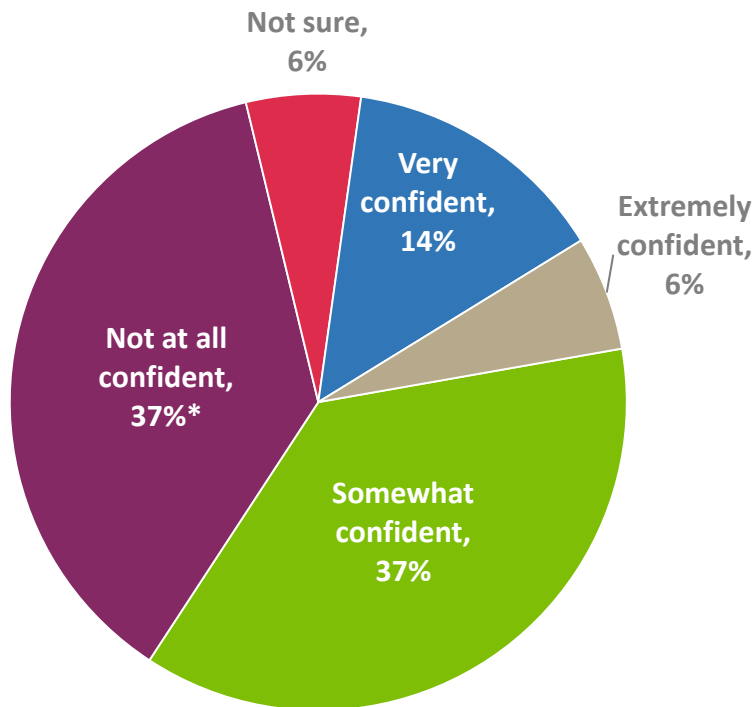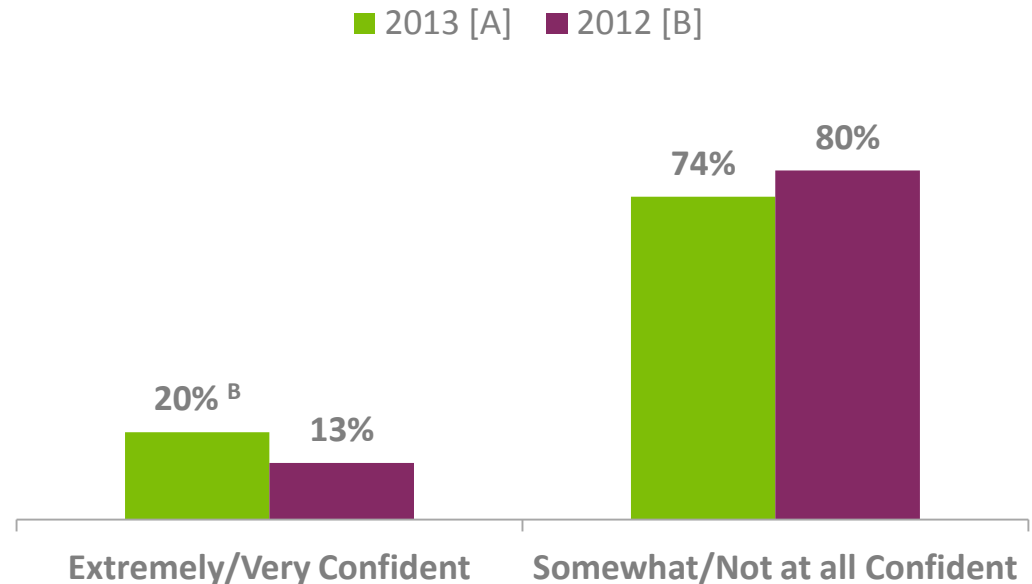
Not at all confident – 2013: **37%B**
Not at all confident – 2012: **30%**

harris
INTERACTIVE

41

Job Seekers: Actions Taken Due to Confidence in Job Market

Compared to a year ago, job seekers today are more likely to say their feelings about confidence in the job market leads them to stay at their current job while looking for another or to apply to large, well established companies than in 2012.

Chart data:

Action	2013 [A]	2012 [B]
Stay at my current job while looking for another	39%[B]	30%
Look for job positions that are more likely to be stable	39%	33%
Focus more on building my skills or experience	29%	30%
Apply to large, well established companies	25%[B]	16%
Something else	7%	7%
My expectations of the job market are not causing me to do anything different	27%	30%

Legend: ■ 2013 [A] ■ 2012 [B]

harris
INTERACTIVE

42

Job Seekers: Discrimination Against Unemployed Candidates, Year over Year

Job seekers continue to feel that unemployed candidates are at a disadvantage in the job market. The majority agree that companies refuse to consider unemployed candidates, and are more likely to strongly agree than in the previous year.

Job Seekers: Companies oftentimes refuse to consider a candidate for a job if he or she is not currently employed.

	Agree (Net): 72%		Disagree (Net): 28%	
2013 [A]	28% B	44%	22%	7%
	Agree (Net): 67%		Disagree (Net): 33%	
2012 [B]	20%	47%	29% A	5%
	Agree (Net): 69%		Disagree (Net): 31%	
2011 [C]	25%	44%	26%	4%

■ Strongly agree   ■ Somewhat agree   ■ Somewhat disagree   ■ Strongly disagree

© Harris Interactive

harris
INTERACTIVE
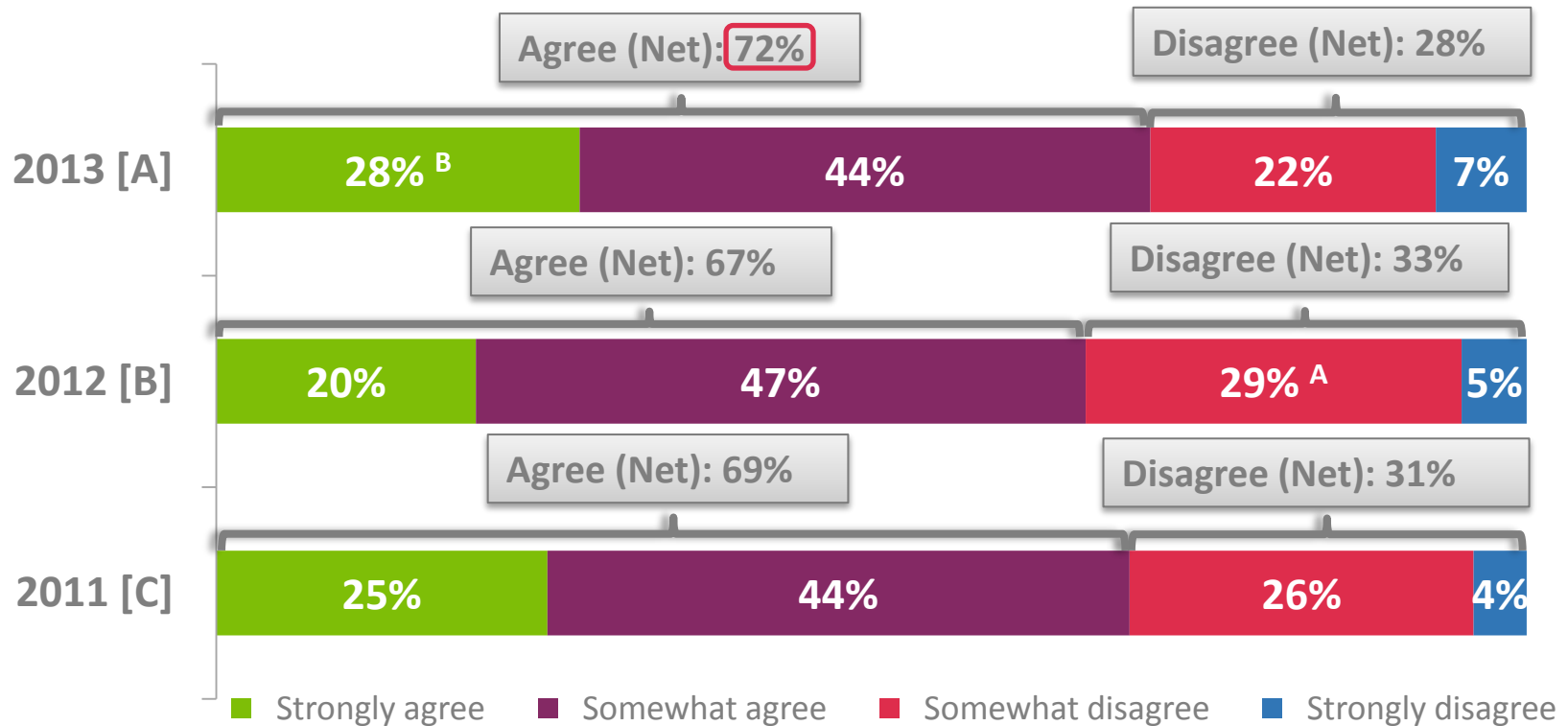
Job Seekers/Managers: Hiring from Within

About two in five hiring managers, and a similar proportion of job seekers, believe organizations are more likely to hire from within than they were a year ago.

Hiring Managers [A]
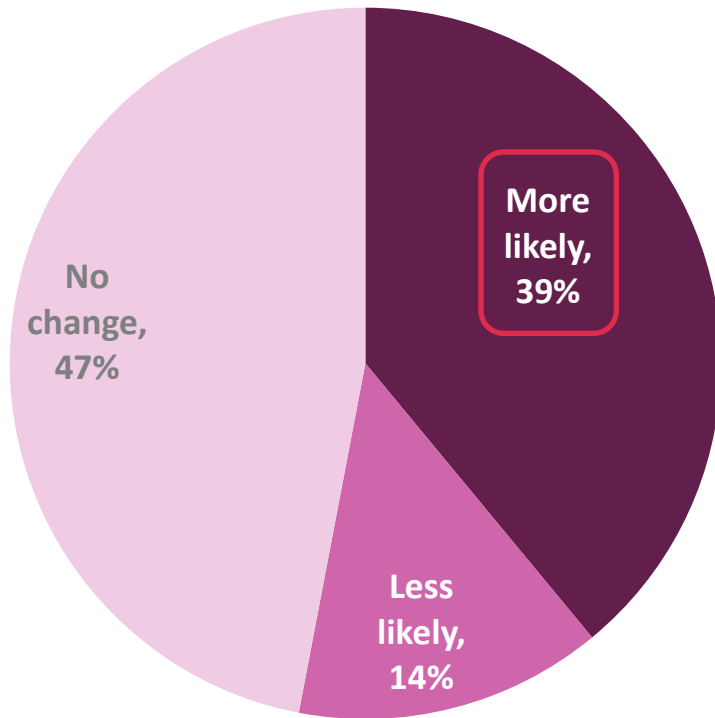
Job Seekers [B]
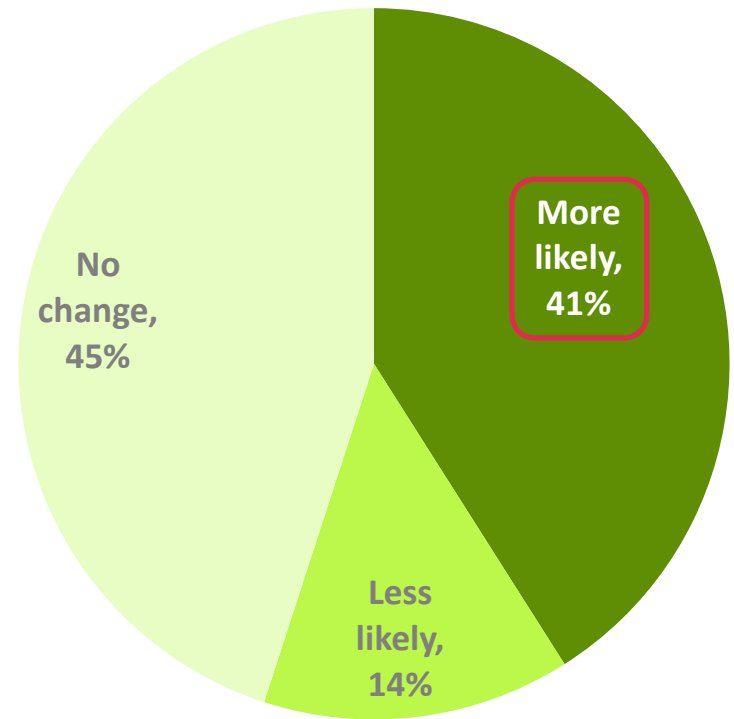
Hiring Managers [A] pie chart:
- More likely, 39%
- Less likely, 14%
- No change, 47%

Job Seekers [B] pie chart:
- More likely, 41%
- Less likely, 14%
- No change, 45%

harris
INTERACTIVE

44

Job Seekers/Managers: Consequences of Under Hiring College Graduates

If organizations do not actively increase their hiring of college graduates, hiring managers (more so than job seekers) believe college graduates will have to develop professional skills outside the job to be more competitive. Job seekers are more likely than hiring managers to believe fewer people will aspire to be a college graduate.

Consequence	Hiring Manager [A]	Job Seeker [B]
College graduates will have to develop professional skills outside the job in order to be more competitive for the available jobs	41% B	28%
College graduates will be chronically underemployed	24%	29%
College graduates will not be sufficiently prepared for their roles as future leaders	15% B	10%
Fewer people will aspire to be a college graduate	15%	22% A
Other	1%	4% A
There won't be a significant consequence	5%	7%

■ Hiring Manager [A]
■ Job Seeker [B]

harris
INTERACTIVE

Job Seekers/Managers: College Graduate Hiring Post-Recession

Job seekers and hiring managers largely agree that hiring of college graduates has been increasing slowly because of competition with experienced candidates. However hiring managers are more likely to recognize the slow growth in general and attribute it to poor interviewing skills.

College graduates...

Statement	Hiring Manager [A]	Job Seeker [B]
...are competing with more experienced candidates for entry level jobs	66%	63%
...are seen as undesirable due to a lack of relevant work experience	43%	47%
...do not display strong interpersonal skills in the interview	28% B	20%
...fail to catch the attention of hiring managers because they do not know how to promote themselves	27%	25%
...do not display strong communication skills in the interview	26%	20%
...do not have the right skills to be successful in most entry-level positions	22%	21%
...do not promote themselves effectively on their applications or resumes	20%	22%
...do not use networking and/or social media sites to their advantage	5%	7%
Other	3%	3%
I don't think hiring of college graduates has been increasing slower than hiring of more experienced candidates	7%	17% A

© Harris Interactive

harris INTERACTIVE

Job Seeker/Manager: Skills Becoming More Important in 5 Years

Although both hiring managers and job seekers expect cross-functionality to be increasingly important, hiring managers are more likely to indicate global perspective and analytic skills in comparison to job seekers.

Hiring Manager   **Job Seeker**

Ability to be cross-functional - a person who is able to fill many roles: 75% / 77% (Hiring Manager); 70% / 78% A (Job Seeker)

Basic understanding of technology: 64% / 62% (Hiring Manager); 77% / 83% (Job Seeker)

Having a global perspective: 63% / 62% (Hiring Manager); 53% / 54% (Job Seeker)

Using social media as a part of one's job: 57% / 60% (Hiring Manager); 63% / 70% A (Job Seeker)

Analytical skills: 56% / 55% (Hiring Manager); 46% / 48% (Job Seeker)

Ability to speak more than one language: 55% / 57% (Hiring Manager); 62% / 68% (Job Seeker)

Ability to work well on a team: 47% / 53% (Hiring Manager); 44% / 49% (Job Seeker)

Self-motivation: 44% / 49% (Hiring Manager); 48% / 53% (Job Seeker)

Geographic flexibility (ie, open to relocation, travel): 42% / 49% (Hiring Manager); 41% / 44% (Job Seeker)

Face-to-face communications: 23% / 28% (Hiring Manager); 26% / 29% (Job Seeker)

Proper use of language mechanics (grammar, spelling, etc): 22% / 25% (Hiring Manager); 34% / 37% (Job Seeker)

■ 2013 [A]

■ 2012 [B]

Base: Hiring Managers (2013 n=500; 2012 n=516) Job Seekers (2013 n=507; 2012 n=541)
Q3015. Do you expect the following skills/traits to become more or less important in the next five years?

© Harris Interactive

harris
INTERACTIVE

47

Networking and Mentorship

Job Seekers/Managers: Guidance from Mentors, Counselors and Job Coaches

While about three in four hiring managers believe job seekers should have someone to talk to in order to determine if their skills are a match for a job they are interested in, only two in five job seekers have someone like this.

Hiring Mgr: Job seekers should have someone to talk to, such as a mentor, counselor or job coach, about whether their skills and experience match those required for a job they are interested in.

Job Seeker: I have someone I talk to, such as a mentor, counselor or job coach, about whether my skills and experience match those required for a job I'm interested in.
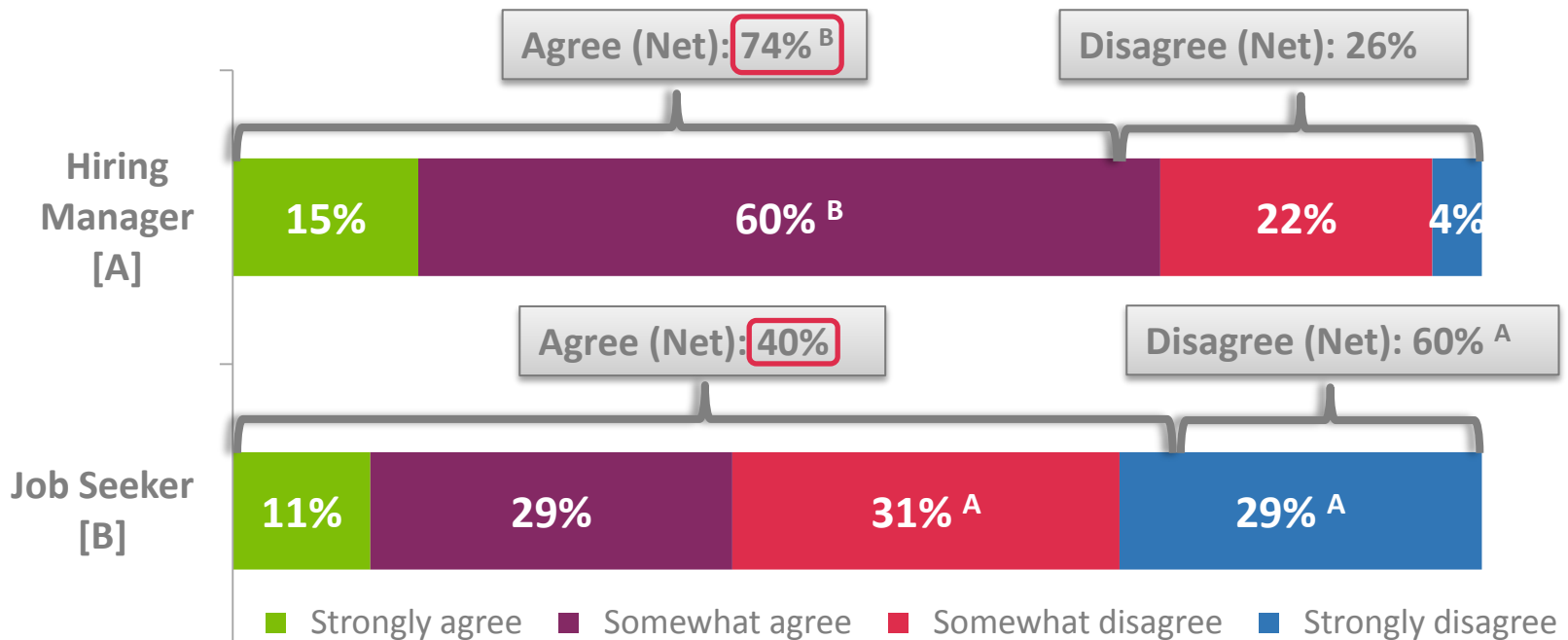
	Agree (Net):	Disagree (Net):
Hiring Manager [A]	74% B	26%
	15% Strongly agree · 60% B Somewhat agree	22% Somewhat disagree · 4% Strongly disagree
Job Seeker [B]	40%	60% A
	11% Strongly agree · 29% Somewhat agree	31% A Somewhat disagree · 29% A Strongly disagree

Legend: ■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree

harris INTERACTIVE

Job Seeker: Importance of Networking

Job seekers feel you cannot rely solely on social networks. The large majority agree that online social networks can only get you so far, you need to establish personal relationships with others in your field to be successful.

Job Seekers: Online social networks like LinkedIn can only get you so far, you need to establish personal relationships with others in your field to be successful.

Agree (Net): 89%   Disagree (Net): 11%

2013 [A] 42% | 47% | 8% 2%

Agree (Net): 90%   Disagree (Net): 10%

2012 [B] 39% | 51% | 8% 2%

■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree
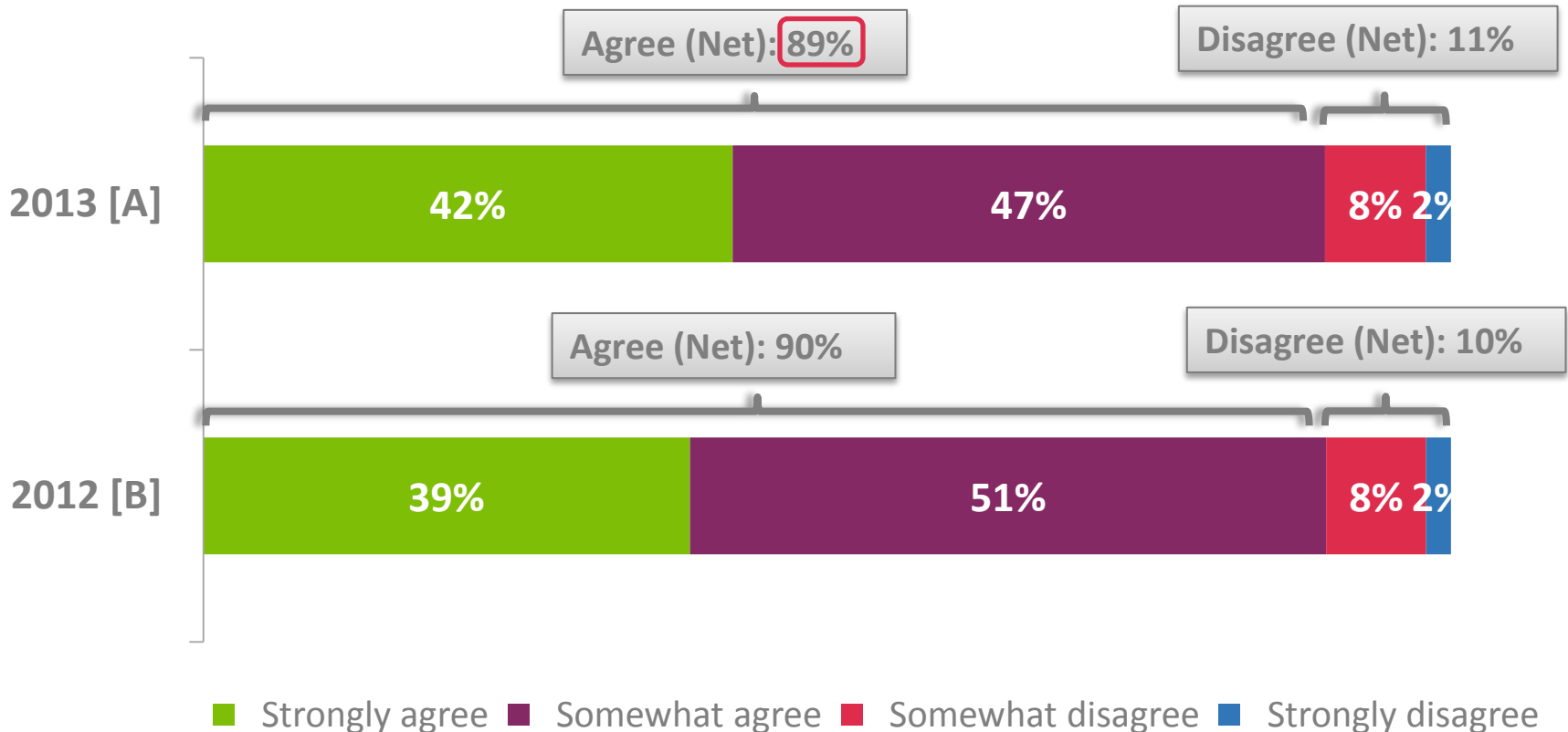
Base: Job Seekers (2013 n=507; 2012 n=541)
Q1026. How strongly do you agree or disagree with each of the following?

50

harris
INTERACTIVE

Job Seekers/Managers: Social Networking as a Tool

Job seekers and hiring managers alike are split on the usefulness of social networking sites in finding jobs. Roughly half of hiring managers and a similar proportion of job seekers believe online social networking sites are crucial tools job seekers should use to network with people to help them find a desirable job.

Hiring Mgr/Job Seekers: Online social networking sites, such as Facebook or LinkedIn, are crucial tools job seekers should use to network with people that can help them find a desirable job.
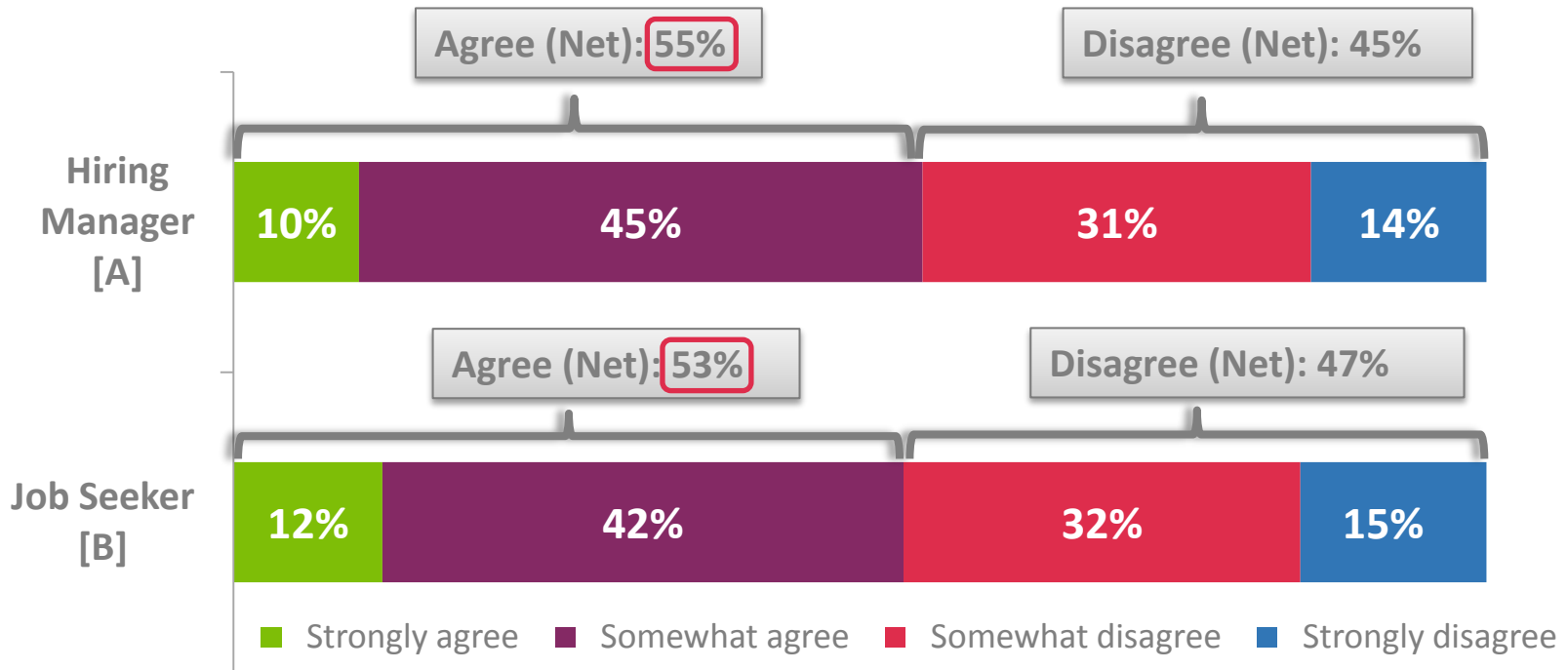
Agree (Net): 55%   Disagree (Net): 45%

Hiring Manager [A]

| 10% | 45% | 31% | 14% |

Agree (Net): 53%   Disagree (Net): 47%

Job Seeker [B]

| 12% | 42% | 32% | 15% |

■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree

harris
INTERACTIVE

Job Seeker Confidence in Aspects of Job Search

Even though more than two-thirds of job seekers are confident they know where to get help with developing their professional skills, only a third are confident that they could get a job in an industry where they had little experience.

Confident (Net)

	2013 [A]	2012 [B]	2011 [C]
I could get a job in an industry where I had little experience.	34%	36%	31%
I know where to go to find help with developing my professional skills (e.g., technology skills)	68%	70%	68%

I could get a job in an industry where I had little experience.

	2013 [A]	2012 [B]	2011 [C]
Very confident	9%	7%	7%
Confident	25%	28%	24%
Not that confident	39%	48% A	50% A
Not at all confident	27% BC	17%	19%

I know where to go to find help with developing my professional skills (e.g., technology skills)

	2013 [A]	2012 [B]	2011 [C]
Very confident	18%	20%	14%
Confident	51%	50%	54%
Not that confident	24%	25%	28%
Not at all confident	8% C	5%	4%

© Harris Interactive

harris
INTERACTIVE

Applications and Interviews

Job Seeker Confidence in Aspects of Job Search

A slim majority of job seekers are confident they know what employers are looking for, but more are confident they can present their skills and experience in an interview.

Confident (Net)

	I know what employers are looking for in job candidates today.			When I walk into a job interview, I know how to present my skills and experience to the interviewer.		
	2013 [A]	2012 [B]	2011 [C]	2013 [A]	2012 [B]	2011 [C]
Confident (Net)	56%	59%	56%	72%	75%	72%
Very confident	12%	10%	9%	23%	21%	20%
Confident	43%	48%	47%	49%	53%	52%
Not that confident	35%	36%	38%	23%	22%	23%
Not at all confident	9%	6%	7%	5%	3%	4%

I know what employers are looking for in job candidates today.

When I walk into a job interview, I know how to present my skills and experience to the interviewer.

harris
INTERACTIVE

54

Job Seekers: Industry Sought Versus Industry Where Employed

More than half of employed job seekers are looking for a job in a different industry than where they currently work.

Job Seekers- 2013

Seeking a job in both the same and different industries, 27%

Seeking a job in the industry where they currently work, 47%

Seeking a job in different industry than where they currently work, 25%

Job Seekers- Trend

- 2013 [A]
- 2012 [B]
- 2011 [C]

	Seeking a job in the industry where they currently work	Seeking a job in a different industry than where they currently work	Seeking a job in both the same and different industries
2013 [A]	47%	25%	27%
2012 [B]	45%	27%	27%
2011 [C]	42%	32%	26%

Seeking a Job in Another Industry (NET): 52%

harris INTERACTIVE

Job Seekers Who Keep an Up-to-Date Resume

Three in four job seekers keep an up-to-date resume they use when applying for jobs.

Job Seekers- 2013

Job Seekers- Trend

Pie chart (Job Seekers- 2013): Yes, 76%; No, 23%; Not sure, 1%

Bar chart (Job Seekers- Trend):
- Yes: 76% (2013 [A]), 72% (2012 [B])
- No: 23% (2013 [A]), 23% (2012 [B])
- Not sure: 1% (2013 [A]), 4%A (2012 [B])

Legend: 2013 [A], 2012 [B]

© Harris Interactive

harris INTERACTIVE
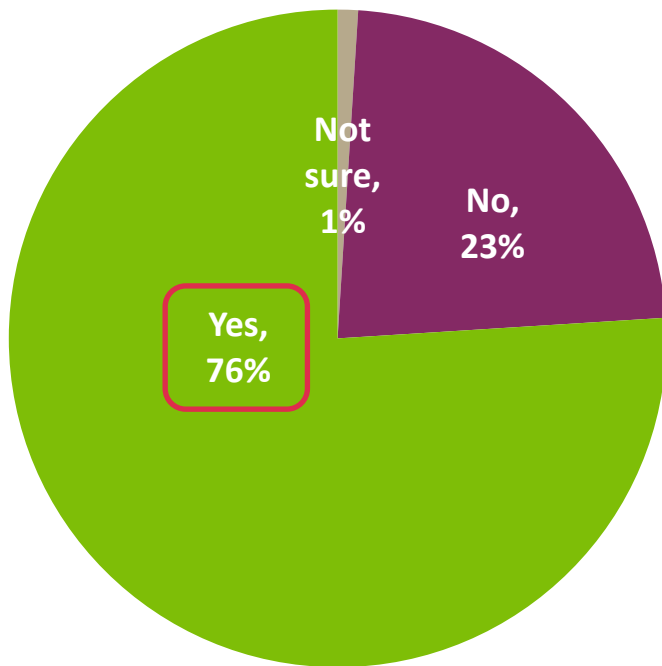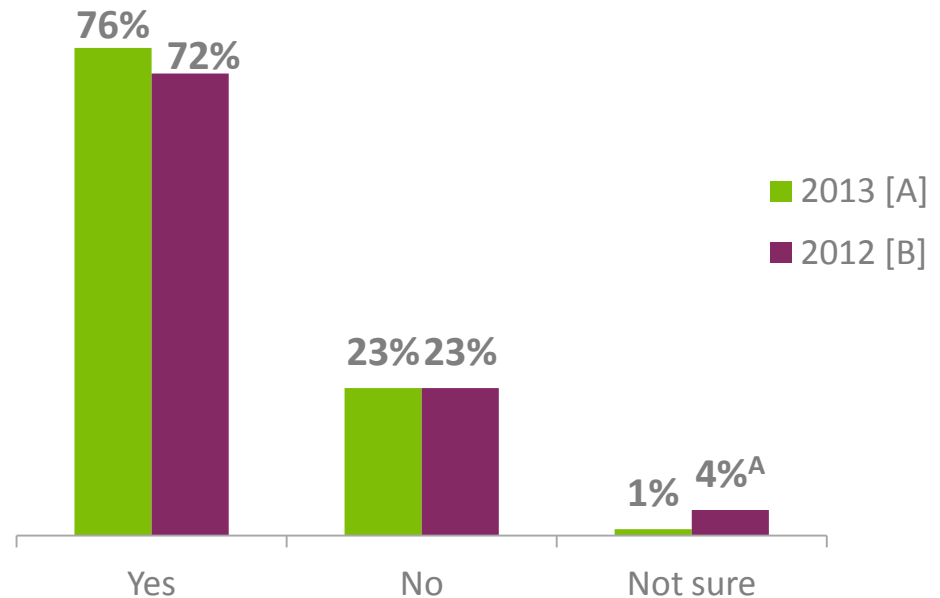
Job Seekers Preparedness for Interviews and Applications

In preparation for interviews, nearly two in three job seekers practice answering likely interview questions and before even getting to that stage, most job seekers spend a lot of time reading job descriptions before applying to be sure they are a good fit for the job.

When applying for a job, I spend a lot of time reading the job description to make sure I would be a good fit

Agree (Net): 91% | Disagree (Net): 9%
- Strongly agree: 39%
- Somewhat agree: 52%
- Somewhat disagree: 7%
- Strongly disagree: 2%

If I don't have experience that mirrors a job, I don't apply for it

Agree (Net): 65% | Disagree (Net): 35%
- Strongly agree: 20%
- Somewhat agree: 45%
- Somewhat disagree: 26%
- Strongly disagree: 9%

I prepare for interviews by practicing responses to questions the interviewer is likely to ask

Agree (Net): 64% | Disagree (Net): 36%
- Strongly agree: 24%
- Somewhat agree: 45%
- Somewhat disagree: 24%
- Strongly disagree: 12%

I leave jobs or other types of work experience off my resume or application that I feel is irrelevant to the jobs I'm applying for

Agree (Net): 62% | Disagree (Net): 38%
- Strongly agree: 23%
- Somewhat agree: 40%
- Somewhat disagree: 27%
- Strongly disagree: 11%

Legend: ■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree

Base: **Job Seekers 2013 (n=507)**
Q3050. How strongly do you agree or disagree with each of the following?

© Harris Interactive

harris INTERACTIVE

How Job Seekers Make Decisions About Resume/Application

Job seekers are more likely than they were last year to use their own experience to decide what to include on their application, rather than seek advice from others.

Skills and Experiences Included When Applying for a Job

Include skills or experiences specifically mentioned in the job description

2013 [A]	70%	30%
2012 [B]	66%	34%
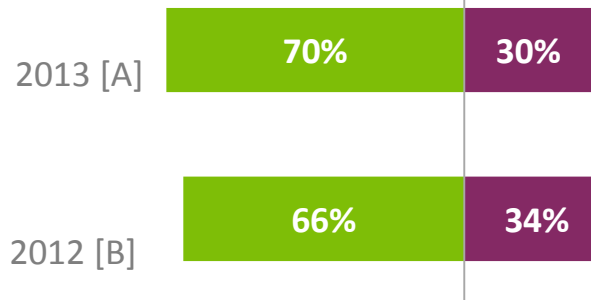
Use descriptions of skills or experiences that can be broadly applied to many types of jobs

Deciding What Should be Included When Applying for a Job

Seek advice from people such as career counselors, instructors, or others

2013 [A]	33%	67% B
2012 [B]	42% A	58%
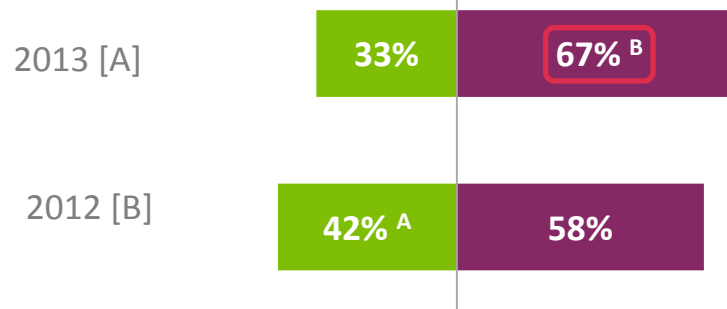
Use my own experience to decide what should be included

harris
INTERACTIVE

Resume/Application by Job Seeker Level

Depending on level, job seekers express a variety of strategies when it comes to which information they include in their application/resume to demonstrate they have the right experience for a position.

Appropriate educational background (degrees/certifications)
- 67%
- 68%
- 79%

Directly related experience in a position that mirrors the position for which I am applying
- 61%
- 76% A
- 75%

References
- 60%
- 50%
- 59%

Evidence of basic skills that everyone in the workforce should have
- 53%
- 47%
- 39%

Key words from the job description appearing in my resume/cover letter
- 50%
- 58%
- 64%

Continuity of work history
- 47%
- 61% A
- 54%

Length of work history
- 44%
- 52%
- 61% A

Volunteering or internship experience
- 42%
- 34%
- 45%

Length of time at any one job
- 42%
- 56% A
- 47%

Listed experiences outside of a work or educational environment
- 34%
- 34%
- 44%

Other
- 6%
- 2%
- 3%

Legend:
- Entry Level [A]
- Mid-level [B]
- Managerial /Executive [C]

What Job Seekers Include in Resume/Application to Demonstrate Experience

Job seekers continue to most commonly include directly related experience, appropriate educational background or keywords from the job description.

Category	2013 [A]	2012 [B]
Directly related experience in a position that mirrors the position for which I am applying	70%	78% A
Appropriate educational background (degrees/certifications)	69%	75%
Key words from the job description appearing in my resume/cover letter	56%	62%
References	55%	55%
Continuity of work history	55%	59%
Length of work history	51%	57%
Length of time at any one job	50%	55%
Evidence of basic skills that everyone in the workforce should have	48%	46%
Volunteering or internship experience	38%	42%
Listed experiences outside of a work or educational environment	35%	40%
Other	4%	4%

Base: Job seekers (2013 n=507; 2012 n = 541)
Q3055. Imagine you are applying for a position at a new company. What would you include in your application, resume and/or cover letter to demonstrate you have the right experience for the position?

Job Seekers Year over Year Preparedness for Interviews and Applications

Current job seekers are more likely to leave irrelevant experience off their application and not apply to jobs if they lack relevant experience than they were in 2012.

% Agree (Net)

	2013 [A]	2012 [B]
When applying for a job, I spend a lot of time reading the job description to make sure I would be a good fit	91%	91%
I prepare for interviews by practicing responses to questions the interviewer is likely to ask	64%	63%
I leave jobs or other types of work experience off my resume or application that I feel is irrelevant to the jobs I'm applying for	62% B	51%
If I don't have experience that mirrors a job, I don't apply for it	65% B	51%

© Harris Interactive

harris
INTERACTIVE

Building Skill Sets – Attitudes and Behaviors

Job Seekers: Engagement in Enhancing Skill set

More than two in three job seekers are currently enhancing their skill set or are considering enhancing their skill set.

Currently Engaged/ Considering (Net)
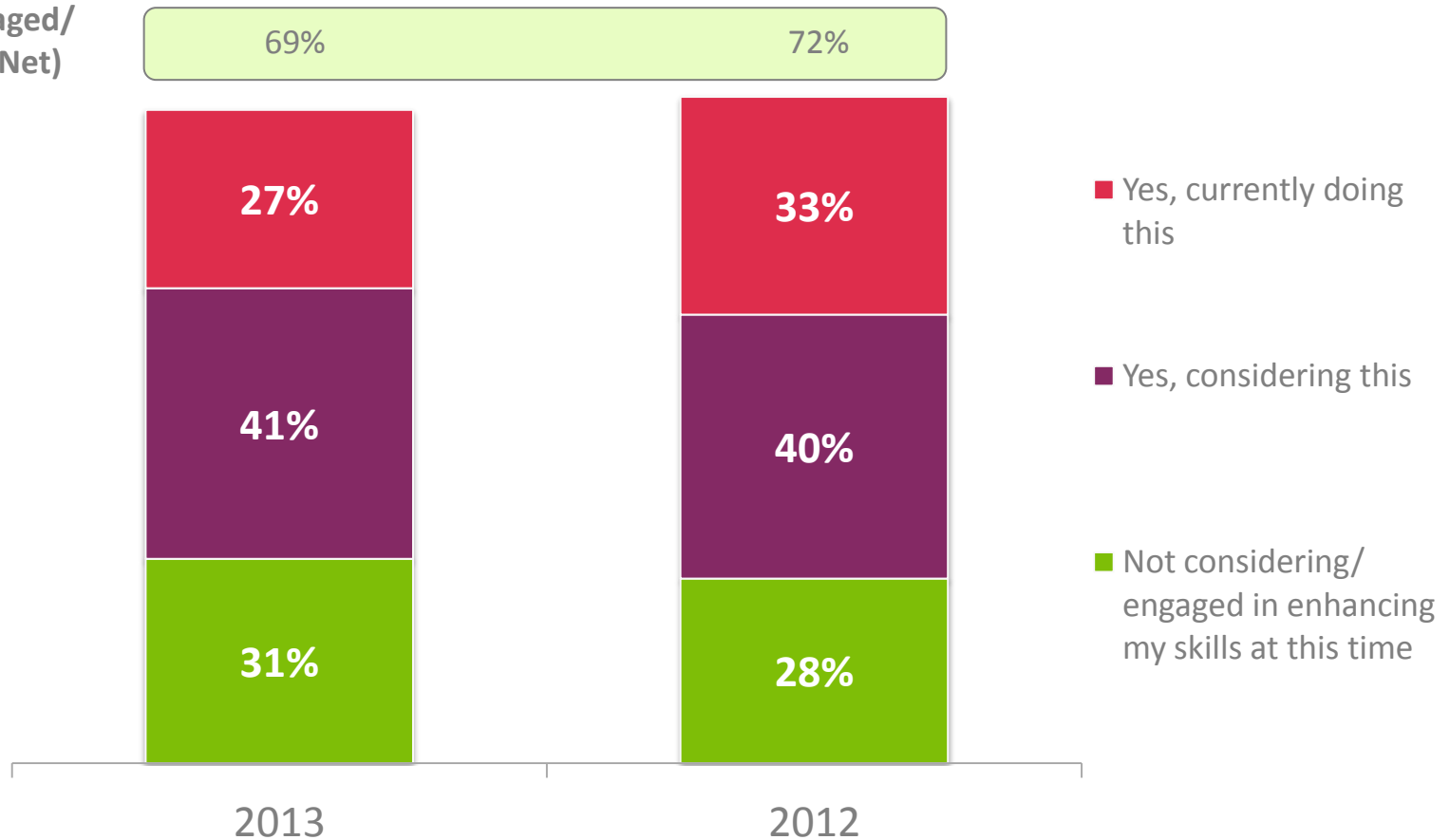
	2013	2012
	69%	72%
Yes, currently doing this	27%	33%
Yes, considering this	41%	40%
Not considering/ engaged in enhancing my skills at this time	31%	28%

Job Seekers: Reasons for Enhancing Skill set

Having better job opportunities is the most common reason, by far, for job seekers to enhance their skill set.

To have better job opportunities available to me
- 2013 [A]: 63%
- 2012 [B]: 64%

To be able to compete in the job market
- 2013 [A]: 46%
- 2012 [B]: 43%

To stay proficient amidst changing technology
- 2013 [A]: 35%
- 2012 [B]: 34%

Career change
- 2013 [A]: 19%
- 2012 [B]: 20%

Due to unemployment
- 2013 [A]: 19%
- 2012 [B]: 19%

To be able to advance at my current company
- 2013 [A]: 19%
- 2012 [B]: 17%

It is required by my company/industry
- 2013 [A]: 9%
- 2012 [B]: 6%

Something else
- 2013 [A]: 11%
- 2012 [B]: 8%

Legend:
- ■ 2013 [A]
- ■ 2012 [B]

Base: Job Seekers Currently Engaged/Considering Enhancing Skill set (2013 n=342; 2012 n=370)
Q3010. Which of the following best describes why you chose to enhance your skill set?

harris
INTERACTIVE

Job Seekers: Activities Currently Doing/Considering

Job seekers considering or actively developing their skill set are most commonly earning a professional certification, volunteering and/or networking. A significantly larger proportion of job seekers are considering or pursuing vocational training compared to 2012.

Earning a professional certification
- 2013 [A]: 25%
- 2012 [B]: 23%

Volunteering
- 2013 [A]: 24%
- 2012 [B]: 22%

Developing a network of individuals working in my field of interest
- 2013 [A]: 22%
- 2012 [B]: 24%

Getting an undergraduate degree (Bachelor's/Associate's)
- 2013 [A]: 19%
- 2012 [B]: 23%

Taking courses at a college or university but not enrolled in a degree/certification program
- 2013 [A]: 19%
- 2012 [B]: 18%

Vocational training
- 2013 [A]: 18% B
- 2012 [B]: 9%

Getting an advanced degree (e.g., Master's, Ph.D., MD, DO, JD)
- 2013 [A]: 16%
- 2012 [B]: 16%

Finding a mentor in my field of interest
- 2013 [A]: 15%
- 2012 [B]: 17%

Internship/fellowship
- 2013 [A]: 12%
- 2012 [B]: 11%

Getting a high school equivalency (GED)
- 2013 [A]: 3% B
- 2012 [B]: 1%

Other
- 2013 [A]: 21%
- 2012 [B]: 19%

Legend:
- 2013 [A] (green)
- 2012 [B] (purple)

Base: Job Seekers Currently Engaged/Considering Enhancing Skill set (2013 n=342; 2012 n=370)
Q3005. Which of the following best describes what you are currently doing/considering?

harris
INTERACTIVE

Job Seekers/Managers: Responsibility for Employee Development

Job seekers are more likely to believe employers should be more responsible for employee skill development; hiring managers believe employees should be mostly responsible.

Hiring Managers

Job Seekers

Employers should be solely responsible
- Hiring Managers: 1%, 2%, 2%
- Job Seekers: 4% AC, 3%, 2%

Employers should be mostly responsible, employees somewhat responsible
- Hiring Managers: 26%, 29%, 27%
- Job Seekers: 38% ABC, 36% ABC, 39% ABC

Employees should be mostly responsible, employers somewhat responsible
- Hiring Managers: 67% DEF, 65% DEF, 67% DEF
- Job Seekers: 47%, 56% D, 51%

Employees should be solely responsible
- Hiring Managers: 4%, 4%, 2%
- Job Seekers: 9% ABCEF, 4%, 5%

Other
- Hiring Managers: 2% B, *, 2%
- Job Seekers: 1%, 1%, 2% B

Legend:
- Hiring Manager - 2013 [A]
- Hiring Manager - 2012 [B]
- Hiring Manager - 2011 [C]
- Job seeker - 2013 [D]
- Job seeker - 2012 [E]
- Job seeker - 2011 [F]

harris INTERACTIVE

66

Job Seekers: Developing Skills On-the-Job

Job seekers continue to feel they would be eager to develop skills on-the-job if they didn't have the requisite experience.

Job Seekers: If I do not have the experience necessary for a position I apply for, I would be eager to develop those skills on-the-job.
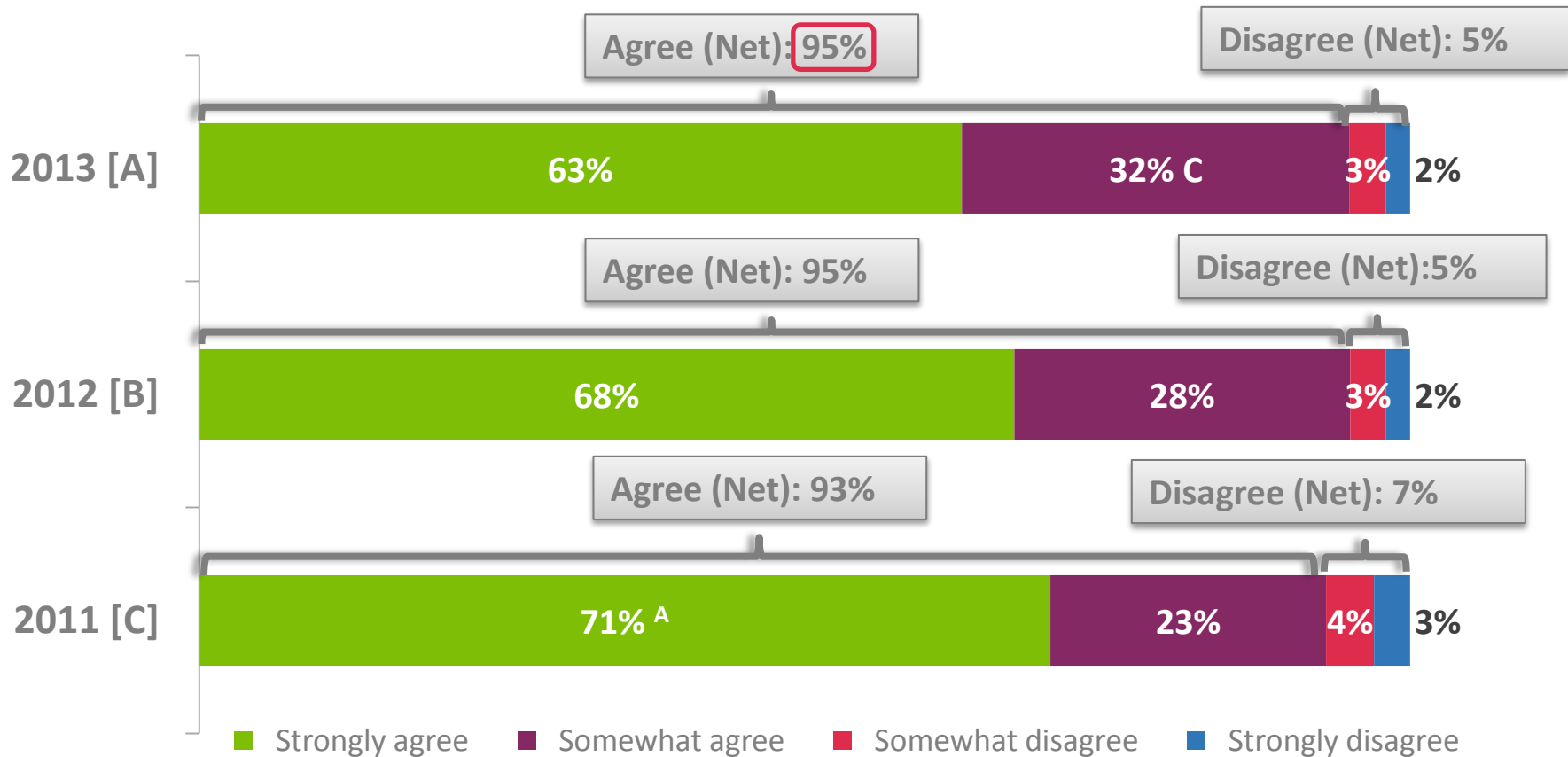
Agree (Net): 95%   Disagree (Net): 5%

2013 [A]   63%   32% C   3%   2%

Agree (Net): 95%   Disagree (Net):5%

2012 [B]   68%   28%   3%   2%

Agree (Net): 93%   Disagree (Net): 7%

2011 [C]   71% A   23%   4%   3%

■ Strongly agree   ■ Somewhat agree   ■ Somewhat disagree   ■ Strongly disagree

harris INTERACTIVE

Job Seekers/Managers: What Employers Should Do For Employee Development

Hiring managers are more likely to believe employers should encourage mentor-mentee relationships or work with employees one- on-one to identify projects to help employees enhance skills. Job seekers are more likely to say employers should provide ongoing job-specific training.
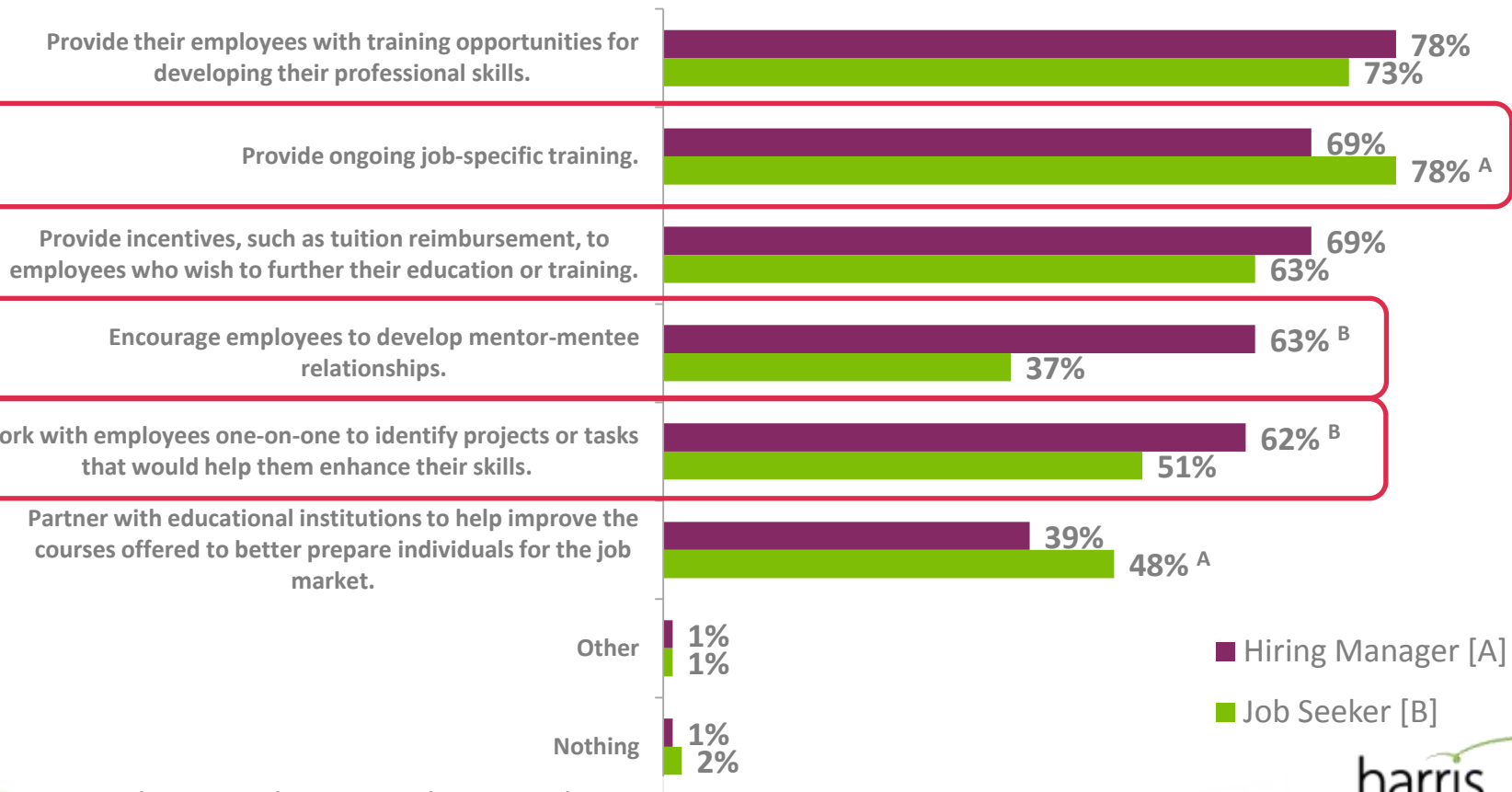
	Hiring Manager [A]	Job Seeker [B]
Provide their employees with training opportunities for developing their professional skills.	78%	73%
Provide ongoing job-specific training.	69%	78% A
Provide incentives, such as tuition reimbursement, to employees who wish to further their education or training.	69%	63%
Encourage employees to develop mentor-mentee relationships.	63% B	37%
Work with employees one-on-one to identify projects or tasks that would help them enhance their skills.	62% B	51%
Partner with educational institutions to help improve the courses offered to better prepare individuals for the job market.	39%	48% A
Other	1%	1%
Nothing	1%	2%

■ Hiring Manager [A]
■ Job Seeker [B]

harris
INTERACTIVE

The Role of Education and Experience in Job Preparedness

harris
INTERACTIVE

Hiring Managers: How Well Education System Prepares for Job Market

Hiring managers have a tepid opinion that the education system prepares individuals well for the job market.

Hiring Managers – How Well Education System Prepares Individuals for Job Market

Legend: 2013 [A], 2012 [B], 2011 [C]

Prepares very well: 3%, 4%, 2%
Prepares fairly well: 46%, 45%, 42%
Prepares not too well: 43%, 41%, 46%
Prepares not well at all: 8%, 11%, 9%
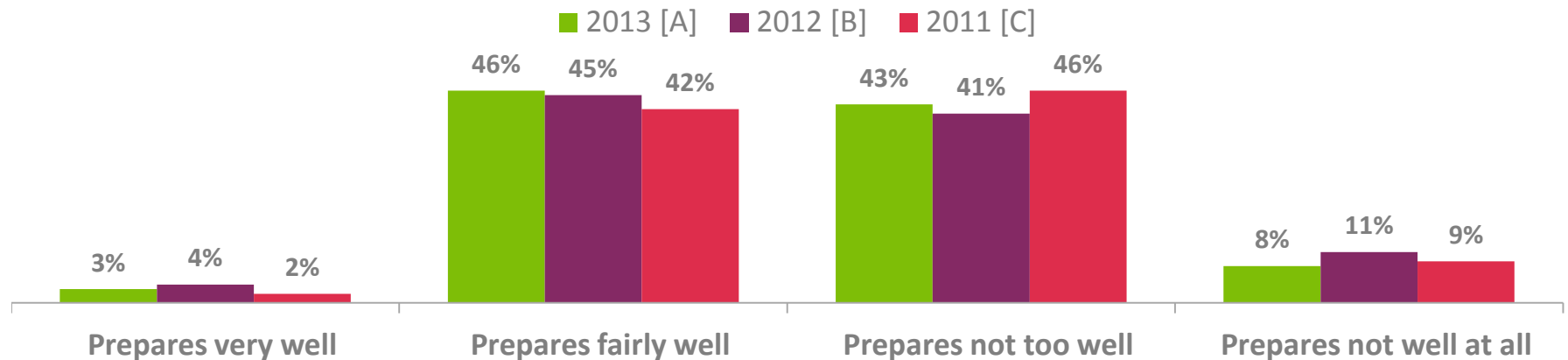
**Hiring Managers – Appropriate Education or Training
Among Top 5 Factors to Help Candidate Get a Desirable Job**

2013 [A]: 68%
2012 [B]: 73%
2011 [C]: 69%
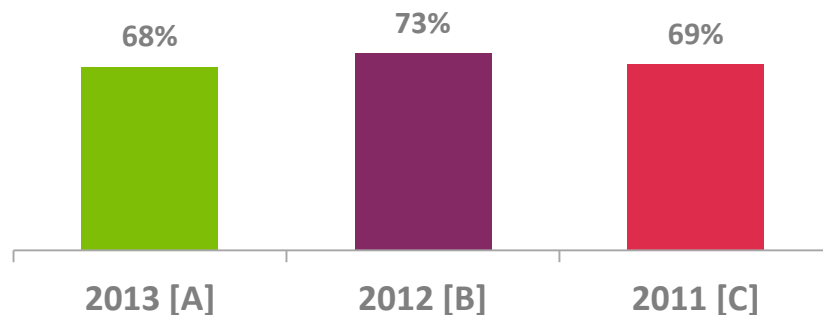
<u>Base: Hiring Managers (2013 n=500; 2012 n=516; 2011 n=540)</u>
Q1005. How well does our education system prepare individuals for today's job market?

Q905. Please select up to five factors that are most likely to help a job seeker find a desirable job.

Job Seekers: How Well Education Prepared for Job Market

Job seekers are consistently more likely than hiring managers to believe their education prepared them well for the job market.

Hiring Mgr: How well does our education system prepare individuals for today's job market?
Job Seeker: How well do you think your education prepared you for today's job market?

Job Seeker

Hiring Manager

Agree (Net)

	Job Seeker			Hiring Manager		
Agree (Net)	57% D	63% E	62% F	49%	48%	44%
Prepares very well	13%	11%	13%	3%	4%	2%
Prepares fairly well	44%	52% A	49%	46%	45%	42%
Prepares not too well	28%	28%	25%	43%	41%	46%
Prepares not well at all	15% B	9%	13%	8%	11%	9%
	2013 [A]	2012 [B]	2011 [C]	2013 [D]	2012 [E]	2011 [F]

© Harris Interactive

harris INTERACTIVE

71

Hiring Managers: Likelihood of Hiring Candidate Who Lacks Skills/ Experience but is Willing to Learn

While hiring managers are likely to hire an entry level candidate who lacks the necessary skills for a job but appeared eager to learn those necessary skills on the job, few express the same likelihood towards mid- and managerial level candidates.

Hiring Managers: How likely would you be to hire someone at each of the following levels who lacked the necessary skills for a job but appeared eager to learn those necessary skills on-the-job?

	Extremely/Very likely (NET)	Not that/at all likely (NET)
Entry level [A]	82%	18%
	Extremely likely 28% / Very likely 54%	Not that likely 16% / Not at all likely 2%
Mid-level [B]	33%	67%
	Extremely likely 3% / Very likely 31%	Not that likely 54% / Not at all likely 13%
Managerial or Executive [C]	13%	87%
	Extremely likely 2% / Very likely 11%	Not that likely 33% / Not at all likely 54%

Legend: ■ Extremely likely ■ Very likely ■ Not that likely ■ Not at all likely

harris INTERACTIVE

Hiring Managers: Trended Likelihood To Hire Inexperienced Candidate Willing to Learn

In 2013 hiring managers were again more likely to be willing to hire a mid-level candidate who lacked skills but appeared willing to learn them on the job than in 2011.

Category	Extremely/Very Likely	Not that likely/Not at all likely
Entry level 2013 (A)	82%	18%
Entry level 2012 (B)	77%	23%
Entry level 2011 (C)	79%	21%
Mid-level 2013 (A)	33% [C]	67%
Mid-level 2012 (B)	33% [C]	67%
Mid-level 2011 (C)	22%	78% [AB]
Managerial 2013 (A)	13%	87%
Managerial 2012 (B)	12%	88%
Managerial 2011 (C)	9%	91%

■ Extremely/Very Likely   ■ Not that likely/Not at all likely

harris
INTERACTIVE

73

Job Seekers: The Catch-22 of Required Experience

Over three in four job seekers believe that the jobs in today's market require skills and experience that can only be obtained after being hired for the job.

Job Seeker: Too many of the positions in today's job market require skills and experiences that can only be acquired after being hired for the job.
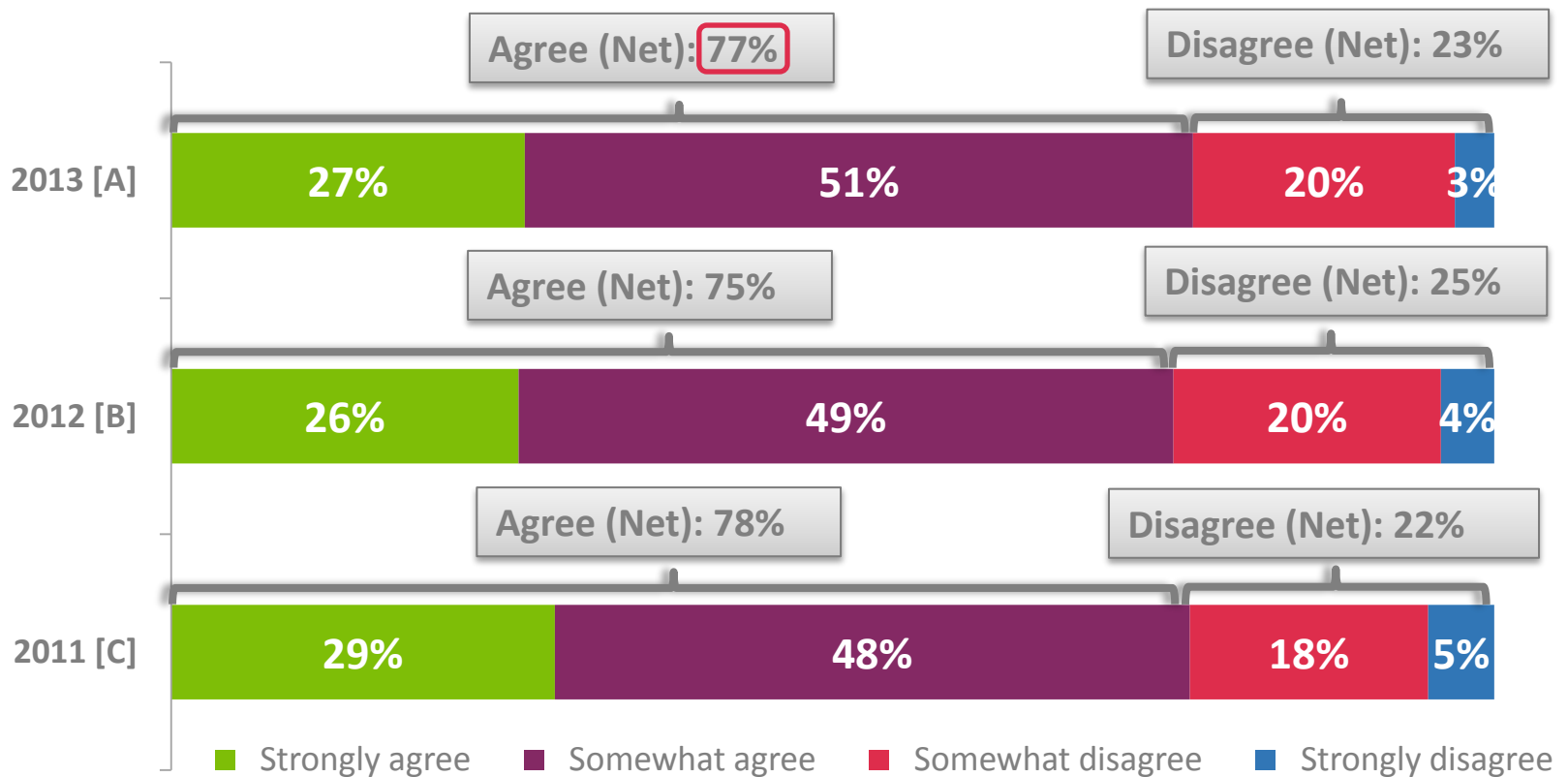
	Agree (Net)	Disagree (Net)
2013 [A]	**77%** — Strongly agree 27%, Somewhat agree 51%	**23%** — Somewhat disagree 20%, Strongly disagree 3%
2012 [B]	**75%** — Strongly agree 26%, Somewhat agree 49%	**25%** — Somewhat disagree 20%, Strongly disagree 4%
2011 [C]	**78%** — Strongly agree 29%, Somewhat agree 48%	**22%** — Somewhat disagree 18%, Strongly disagree 5%

■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree

harris INTERACTIVE

Hiring Managers: Best Place To Learn Skills/Traits

Hiring managers are most likely to say the skills that are most valued are also skills that can be learned mostly in a professional environment.

Hiring Managers: Where Skill/Trait Can Best Be Learned

Skill/Trait	Learned, mostly professional	Learned, mostly academic	Learned equally professional/academic	Cannot really be learned
Business acumen	51%	9%	37%	3%
Strategic perspective	48%	10%	39%	3%
Global outlook	43%	10%	44%	4%
Ability to network effectively	42%	6%	42%	10%
Accountability	29%	6%	32%	33%
Ability to work well with others	26%	6%	38%	30%
Good time management skills (e.g., multitasking, organizational ability)	25%	11%	59%	5%
Interpersonal skills	24%	10%	36%	30%
Flexibility	23%	6%	26%	45%
Problem solving	18%	12%	64%	6%
Strong base work ethic/dependable	15%	7%	19%	58%
High integrity	12%	6%	16%	66%
Self motivated/High degree of initiative	12%	6%	16%	66%
Strong communication (i.e., written and verbal) skills	10%	24%	64%	2%
A good understanding of technology	9%	17%	72%	2%

Legend:
- ■ Skill can be learned, but mostly in a professional environment
- ■ Skill can be learned, but mostly in an academic environment
- ■ Skill can be learned, equally as well in a professional or academic environment
- ■ Skill cannot really be learned

Base: Hiring Managers (n=500)
Q901. For each of the following skills or traits, please indicate where it can best be learned.

harris
INTERACTIVE

Hiring Managers' Evaluation of Job Seekers

harris
INTERACTIVE

Hiring Managers: Reliance on Strategies for Determining Critical Skills

When hiring managers determine the skills needed for a given position, they typically rely on personal observation or by talking to those who directly supervise the position.

Personally observing what works or what doesn't work with employees in the position
Great deal/Fair amount (NET): 76%
2% | 22% | 49% | 28%

Talking to those who directly supervise employees in that position
Great deal/Fair amount (NET): 73%
3% | 24% | 40% | 33%

Relying on my own instincts and experience to decide what skills would be most important
Great deal/Fair amount (NET): 73%
3% | 24% | 43% | 30%

Rely on candidates/employees to have a basic skill set that is important for any employee to have as a foundation
Great deal/Fair amount (NET): 65%
5% | 30% | 42% | 23%

Work with a committee or task force at the company to develop a list and description of skills required for each position
Great deal/Fair amount (NET): 45%
17% | 38% | 32% | 13%

■ None ■ Some ■ A fair amount ■ A great deal

Hiring Managers: Year over Year Reliance on Strategies for Determining Critical Skills

Hiring managers are more likely to rely on personal observations than they did in 2012.

% Great deal/Fair amount

Personally observing what works or what doesn't work with employees in the position
- 2013 [A]: 76% B
- 2012 [B]: 69%

Talking to those who directly supervise employees in that position
- 2013 [A]: 73%
- 2012 [B]: 77%

Relying on my own instincts and experience to decide what skills would be most important
- 2013 [A]: 73%
- 2012 [B]: 74%

Rely on candidates/employees to have a basic skill set that is important for any employee to have as a foundation
- 2013 [A]: 65%
- 2012 [B]: 69%

Work with a committee or task force at the company to develop a list and description of skills required for each position
- 2013 [A]: 45%
- 2012 [B]: 39%

Legend:
- ■ 2013 [A]
- ■ 2012 [B]

harris INTERACTIVE

Hiring Managers: Top Tools/Strategies for Evaluating Candidates

When evaluating candidates, hiring managers most often rely on an established set of criteria, relying on their own instincts to evaluate candidates or behavioral/strategic interviewing.

Establishing a set of criteria (i.e., skills, aptitude and experience) and looking for candidates who best fit that description
- 2013: 68%
- 2012: 65%

Relying on my instincts and experience to determine whether candidates are the right fit or not
- 2013: 54%
- 2012: 54%

Using behavioral interviewing
- 2013: 50%
- 2012: 45%

Developing a set of standard questions to ask all candidates for a given position
- 2013: 48%
- 2012: 51%

Thorough evaluation of resumes
- 2013: 34%
- 2012: 35%

Using outside recruiters to pre-screen applicants and identify the ones who are best suited for the position
- 2013: 23%
- 2012: 26%

Using focused recruiting, such as posting job openings on particular websites or attending career fairs
- 2013: 23%
- 2012: 22%

Getting references from employees
- 2013: 19%
- 2012: 24%

Using benchmarking or applicant tracking systems to help sort through the applicant pool
- 2013: 17%
- 2012: 17%

Partnerships with local educational institutions to identify potential candidates with known educational backgrounds
- 2013: 12%
- 2012: 11%

Something else
- 2013: 2%
- 2012: 2%

Legend:
- 2013 [A]
- 2012 [B]

harris INTERACTIVE

Hiring Managers: Skills/Traits Most Important for Decision by Level

While hiring managers feel that evidence of basic skills that everyone in the workforce should have is most important for entry-level job seekers, educational background and experience are more necessary when evaluating mid- and executive level candidates.

Evidence of basic skills that everyone in the workforce should have
- 79% (Necessary for entry-level)
- 62% (Necessary for mid-level)
- 51% (Necessary for executive level)
- 5% (Not at all necessary for any level)

Appropriate educational background (degrees/certifications)
- 50%
- 74%
- 72%
- 5%

Directly related experience in a position that mirrors the position for which you are hiring
- 23%
- 72%
- 68%
- 8%

Length of work history
- 16%
- 68%
- 71%
- 13%

Length of time at any one job
- 34%
- 64%
- 61%
- 16%

References
- 40%
- 62%
- 69%
- 17%

Continuity of work history
- 26%
- 66%
- 61%
- 17%

Listed experiences outside of a work or educational environment
- 27%
- 27%
- 30%
- 44%

Key words from the job description appearing in their resume/cover letter
- 27%
- 37%
- 36%
- 45%

Volunteering or internship experience
- 36%
- 16%
- 11%
- 49%

Other
- 11%
- 14%
- 16%
- 76%

Legend:
- ■ Necessary for entry-level
- ■ Necessary for mid-level
- ■ Necessary for executive level
- ■ Not at all necessary for any level

The Ideal Candidate

harris
INTERACTIVE

Job Seekers/Managers: Expectations for Candidates

Job seekers and hiring managers both acknowledge that it is up to the job seeker to impress the hiring manager.

Job Seeker: I don't expect hiring managers to take interest in me unless I put in the effort to stand out from other candidates.
Hiring Mgr: It is up to job seekers to stand out from other candidates to get the attention of hiring managers.
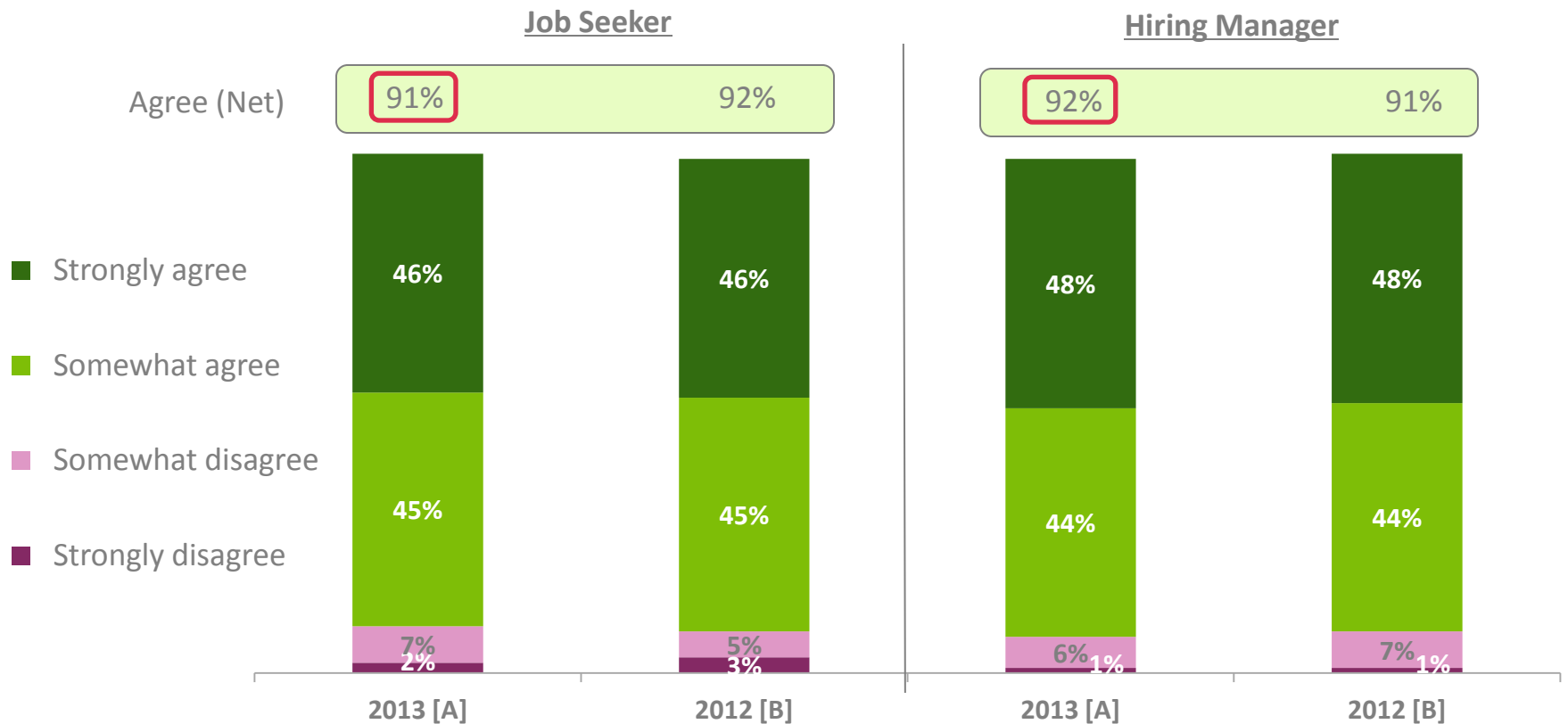
Job Seeker

| Agree (Net) | 91% | 92% |

- ■ Strongly agree
- ■ Somewhat agree
- ■ Somewhat disagree
- ■ Strongly disagree

	2013 [A]	2012 [B]
Strongly agree	46%	46%
Somewhat agree	45%	45%
Somewhat disagree	7%	5%
Strongly disagree	2%	3%

Hiring Manager

| Agree (Net) | 92% | 91% |

	2013 [A]	2012 [B]
Strongly agree	48%	48%
Somewhat agree	44%	44%
Somewhat disagree	6%	7%
Strongly disagree	1%	1%

harris
INTERACTIVE

Job Seekers/Managers: Expectations for Candidates

Hiring managers do not believe they have to settle for a candidate who is not perfect and job seekers recognize that attitude.

Job Seeker: I don't think employers are willing to settle for a candidate without the perfect qualifications for the job.
Hiring Mgr: I don't feel like I have to settle for a candidate without the perfect qualifications for the job.
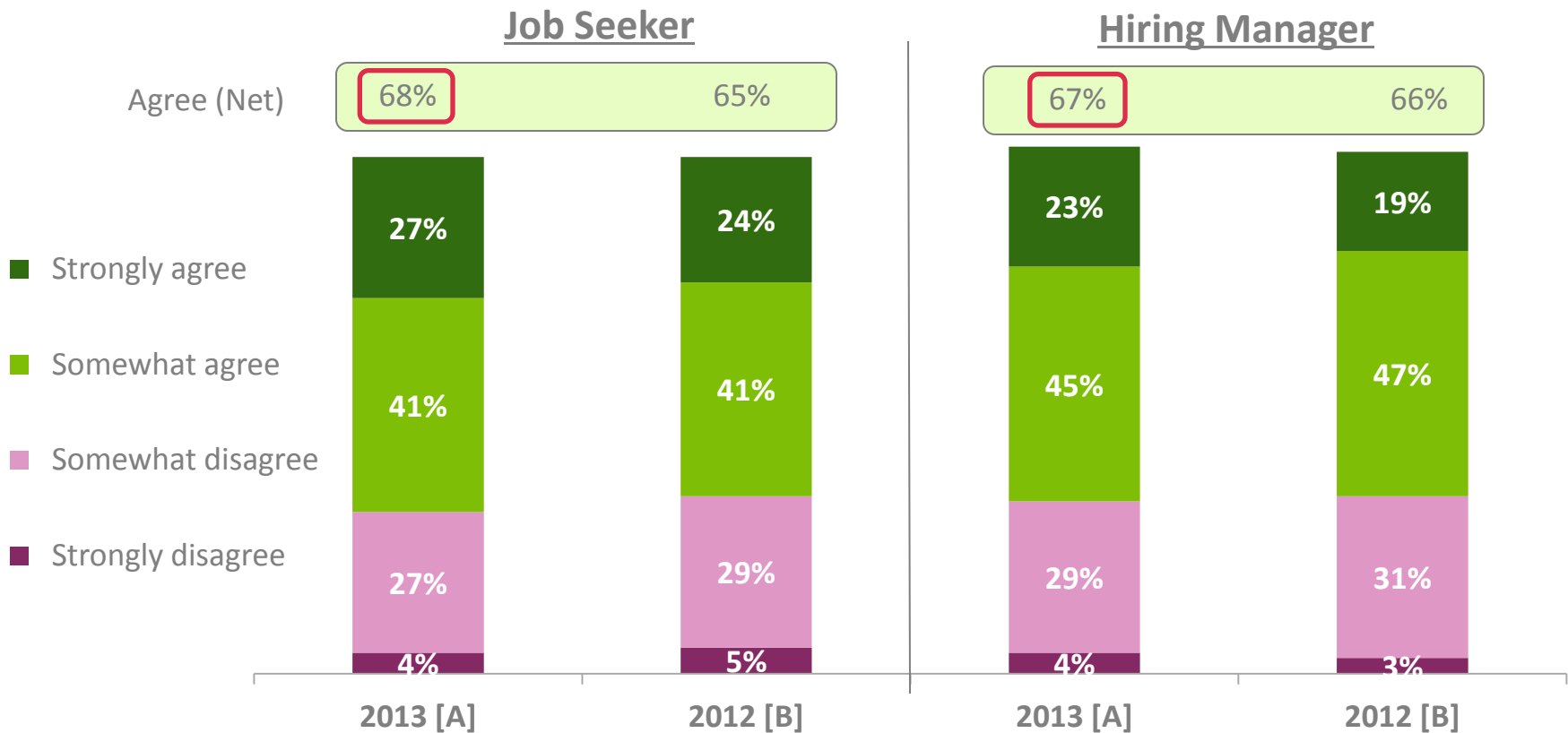
	Job Seeker		Hiring Manager	
Agree (Net)	68%	65%	67%	66%
Strongly agree	27%	24%	23%	19%
Somewhat agree	41%	41%	45%	47%
Somewhat disagree	27%	29%	29%	31%
Strongly disagree	4%	5%	4%	3%
	2013 [A]	2012 [B]	2013 [A]	2012 [B]

harris
INTERACTIVE

Hiring Managers: How Many Job Seekers Have the Needed Skills and Traits

Hiring managers feel most job seekers are unqualified— roughly one in six hiring managers believe most or nearly all job seekers have the skills and traits their company is looking for in a candidate.

Hiring Managers- 2013

Pie chart:
- Nearly all job seekers, 1%
- Very few job seekers, 13%
- Most job seekers, 14%
- Some job seekers, 72%

Hiring Managers - Trend

■ 2013 [A] ■ 2012 [B] ■ 2011 [C]

Bar chart:

Nearly All/Most job seekers
- 15%
- 17%
- 14%

Some/Very Few job seekers
- 85%
- 83%
- 86%

© Harris Interactive

harris
INTERACTIVE

84

What Managers Look for to Evaluate Candidates and What Job Seekers Put on Their Resume/Application by Level

Entry-level job seekers could benefit from demonstrating evidence of basic skills as four in five hiring managers say it's most important for making their decision for entry-level applicants.

Entry Level

Evidence of basic skills	79%[B] / 53%
Appropriate educational background	50% / 67%[A]
References	40% / 60%[A]

- ■ Hiring Managers [A]
- ■ Entry Level Job Seekers [B]

Mid-Level

Appropriate educational background	74% / 68%
Directly related experience	72% / 76%
Length of work history	68%[B] / 52%

- ■ Hiring Managers [A]
- ■ Mid Level Job Seekers [B]

Mgr Level

Appropriate educational background	72% / 79%
Length of work history	71% / 61%
References	69% / 59%

- ■ Hiring Managers [A]
- ■ Mgr Level Job Seekers [B]

*Small base (n<100)

© Harris Interactive

harris INTERACTIVE

Top Factors Most Likely to Help A Job Seeker Find a Desirable Job

Hiring managers are more likely than job seekers to assert the importance of prior experience, interviewing skills, networking, mentorship and a willingness to relocate.

	Job Seeker	**Hiring Manager**
Prior experience in similar position	67% / 70% / 72%	80% / 81% / 83%
Strong interviewing skills	58% / 59% / 54%	71% / 67% / 70%
Appropriate education or training	60% / 64% / 65%	68% / 73% / 69%
Willingness to develop job skills and gain experience	55% / 57% / 56%	53%C / 56%C / 46%
Ability to network among family, friends and current/former colleagues	27% / 24% / 29%	35% / 31% / 31%
Having a mentor in the field or industry you/ they are pursuing a position in	21% / 24% / 25%	33% / 34% / 31%
Willingness to move to a different city or state	23% / 21% / 21%	33% / 33% / 39%
Strong resume-writing skills	32% / 32% / 32%	25% / 19% / 23%
Willingness to pursue additional education or training	39% / 37% / 35%	24% / 23% / 23%
Strong references	35% / 42% / 41%	23% / 25% / 29%A
Familiarity with online social network tools, such as LinkedIn and Facebook	14% / 12% / 9%	8% / 9% / 7%
Willingness to take a pay cut	17% / 13% / 19%B	6% / 8% / 12%A
Something else	2% / 3% / 5%	2% / 1% / 4%B

- 2013 [A]
- 2012 [B]
- 2011 [C]

Base: Job seekers (2013 n=507; 2012 n = 541; 2011 n=734) Hiring Managers (2013 n=500; 2012 n= 516; 2011 n=540)
Q905. Please select up to five factors that are most likely to help you/ a job seeker find a desirable job.

harris
INTERACTIVE

86

Job Seekers/Managers: Demonstrating Ability to Adapt

The large majority of hiring managers agree, and about half strongly agree, job seekers need to demonstrate the ability to adapt and change to prove they can cope with the day-to-day changes in the workplace. A similar proportion of job seekers agree they demonstrate such abilities.

Hiring Mgr: Job seekers need to demonstrate the ability to adapt and change to prove they can cope with the day-to-day changes in the workplace.

Job Seeker: As a job seeker I demonstrate the ability to adapt and change to prove I can cope with the day-to-day changes in the workplace.

Agree (Net): 93%   Disagree (Net): 7%

Hiring Manager [A]: 52% B | 41% | 7% | 1%

Agree (Net): 92%   Disagree (Net): 8%

Job Seeker [B]: 38% | 54% A | 6% | 2%

■ Strongly agree   ■ Somewhat agree   ■ Somewhat disagree   ■ Strongly disagree
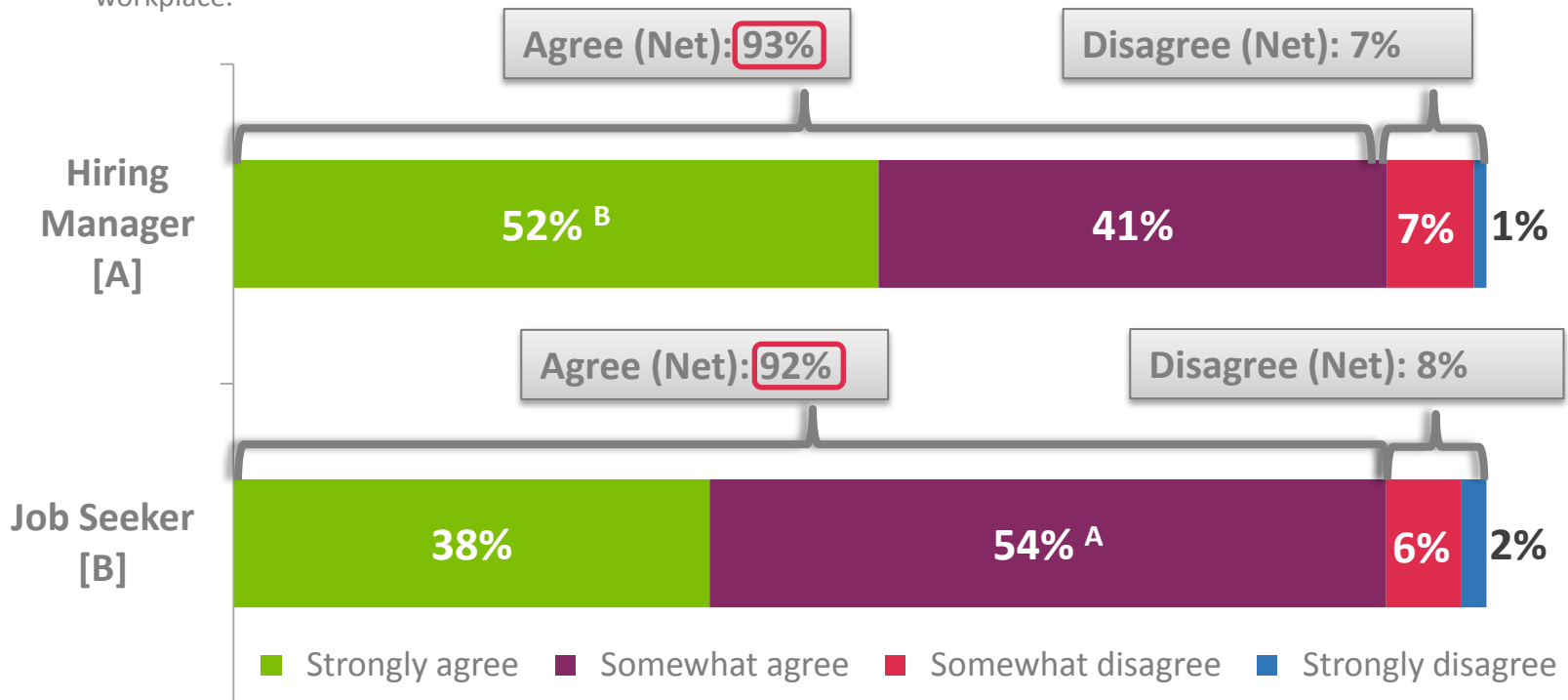
Base: Hiring Managers (2013 n=500) Job Seekers (2013 n=507)
Q4011. How strongly do you agree or disagree with each of the following statements about the job application/hiring process?

© Harris Interactive

harris
INTERACTIVE

87

Job Seekers/Managers: Demonstrating Ability to Adapt

Job seekers lacking experience could put more emphasis on their past success and accomplishments and their leadership qualities.

Legend:
- ■ Hiring Manager [A]
- ■ Job Seeker [B]

Category	Hiring Manager [A]	Job Seeker [B]
A willingness to learn and/or try new things	68%	80% A
Successes and accomplishments in other positions	64% B	56%
Leadership and self-starting qualities	61% B	45%
Enthusiasm	56%	56%
Showing skills beyond the job level	50% B	42%
Strong written and verbal communication	48%	51%
Knowledge about the company and/or industry	33%	45% A
Other	1%	1%
None	1%	2%

harris
INTERACTIVE

Job Seekers/Managers: Portraying Transferrable Skills

Nearly nine in ten hiring managers say transferrable skills are often the deciding factor in their hiring decision. An even larger proportion of job seekers say they make sure to portray such skills in their resume or application.

Hiring Mgr: Portraying transferrable skills from past experiences (e.g., jobs, internships) is often the deciding factor in my hiring decision.

Job Seeker: I make sure to portray transferrable skills – which are skills that could be useful in any kind of job, in my resume/application.

Agree (Net): 86%   Disagree (Net): 14% [B]

Hiring Manager [A]
30%   56%   12% [B]   2%

Agree (Net): 93% [A]   Disagree (Net): 7%

Job Seeker [B]
41% [A]   52%   5%   2%

■ Strongly agree ■ Somewhat agree ■ Somewhat disagree ■ Strongly disagree

harris
INTERACTIVE

Demographics

Job Seekers: Current Employment

Compared to prior years, job seekers are more likely to be employed.
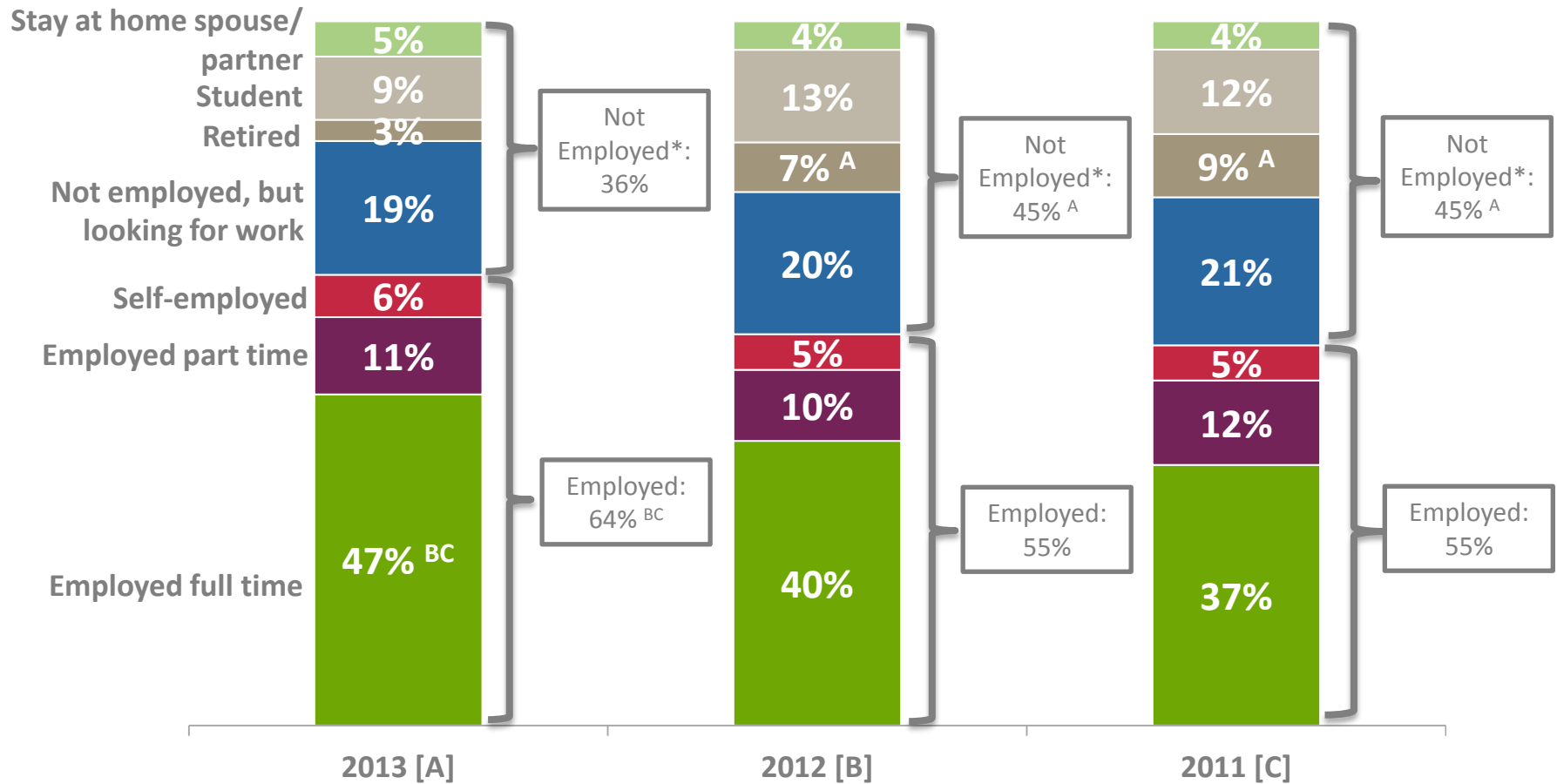
2013 [A]
- Stay at home spouse/partner: 5%
- Student: 9%
- Retired: 3%
- Not employed, but looking for work: 19%
- Self-employed: 6%
- Employed part time: 11%
- Employed full time: 47% BC
- Not Employed*: 36%
- Employed: 64% BC

2012 [B]
- Stay at home spouse/partner: 4%
- Student: 13%
- Retired: 7% A
- Not employed, but looking for work: 20%
- Self-employed: 5%
- Employed part time: 10%
- Employed full time: 40%
- Not Employed*: 45% A
- Employed: 55%

2011 [C]
- Stay at home spouse/partner: 4%
- Student: 12%
- Retired: 9% A
- Not employed, but looking for work: 21%
- Self-employed: 5%
- Employed part time: 12%
- Employed full time: 37%
- Not Employed*: 45% A
- Employed: 55%

harris INTERACTIVE

91

Job Seekers: Level of Employment Sought (By Employment Status)

Unemployed job seekers tend to be seeking entry level positions, while employed job seekers tend to be seeking mid or managerial level jobs.
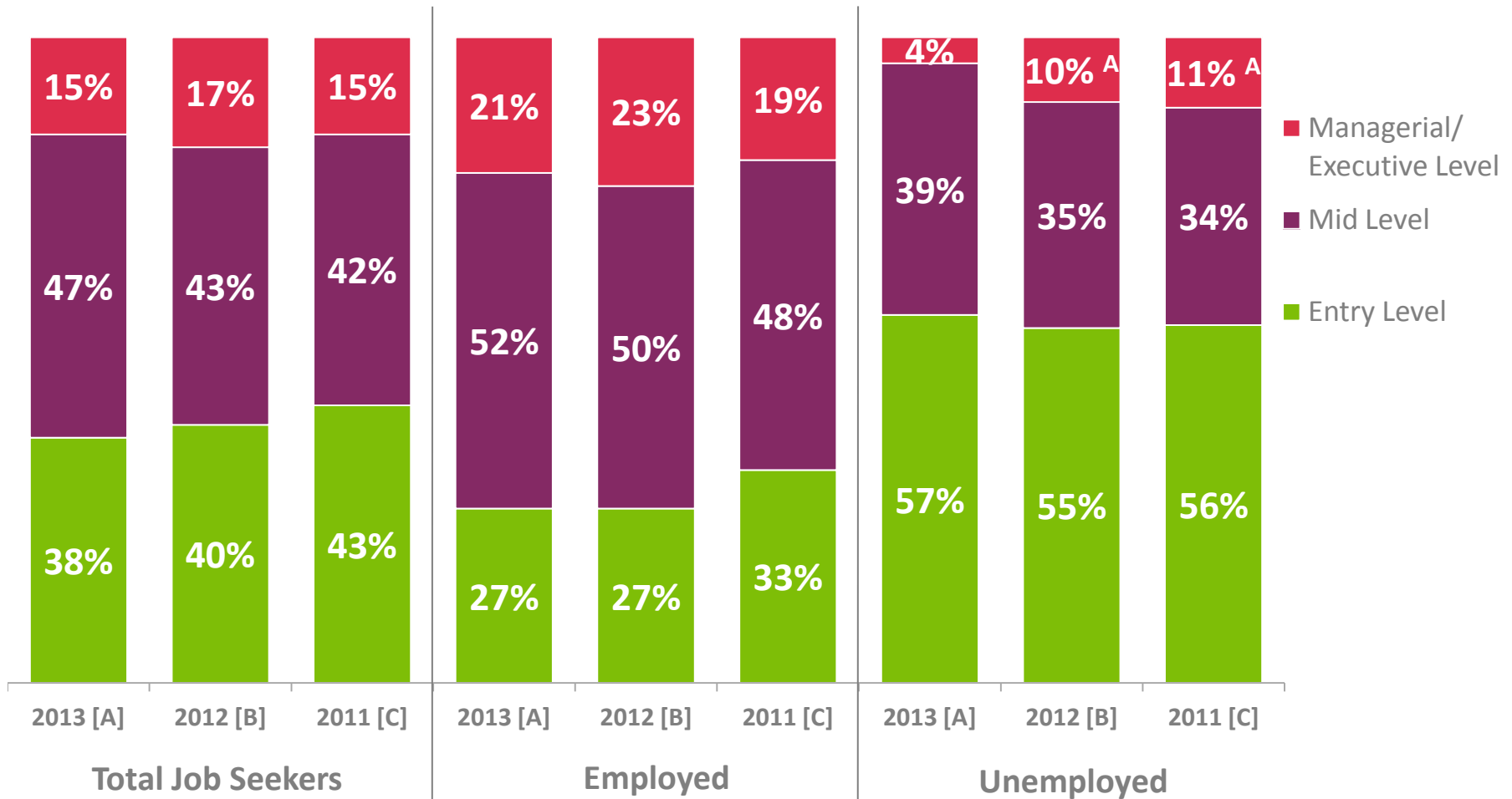
Legend:
- Managerial/Executive Level (red)
- Mid Level (purple)
- Entry Level (green)

Total Job Seekers

	2013 [A]	2012 [B]	2011 [C]
Managerial/Executive	15%	17%	15%
Mid Level	47%	43%	42%
Entry Level	38%	40%	43%

Employed

	2013 [A]	2012 [B]	2011 [C]
Managerial/Executive	21%	23%	19%
Mid Level	52%	50%	48%
Entry Level	27%	27%	33%

Unemployed

	2013 [A]	2012 [B]	2011 [C]
Managerial/Executive	4%	10% A	11% A
Mid Level	39%	35%	34%
Entry Level	57%	55%	56%

harris
INTERACTIVE

Hiring Managers: Years Employed in Current Position

Hiring managers have a fairly even distribution of years in their present position.

Legend: ■ 2013 [A] ■ 2012 [B] ■ 2011 [C]

	Less than one year	1 - 5 years	6 - 10 years	11 - 20 years	20+ years
2013 [A]	2%	26%	27%	24%	21%
2012 [B]	4%	29%	23%	28% [C]	16%
2011 [C]	6% [A]	31%	24%	20%	20%

Hiring Managers: Company's Annual Revenue

Hiring managers are most commonly employed in Fortune 1000 companies with $6B+ annual revenue.
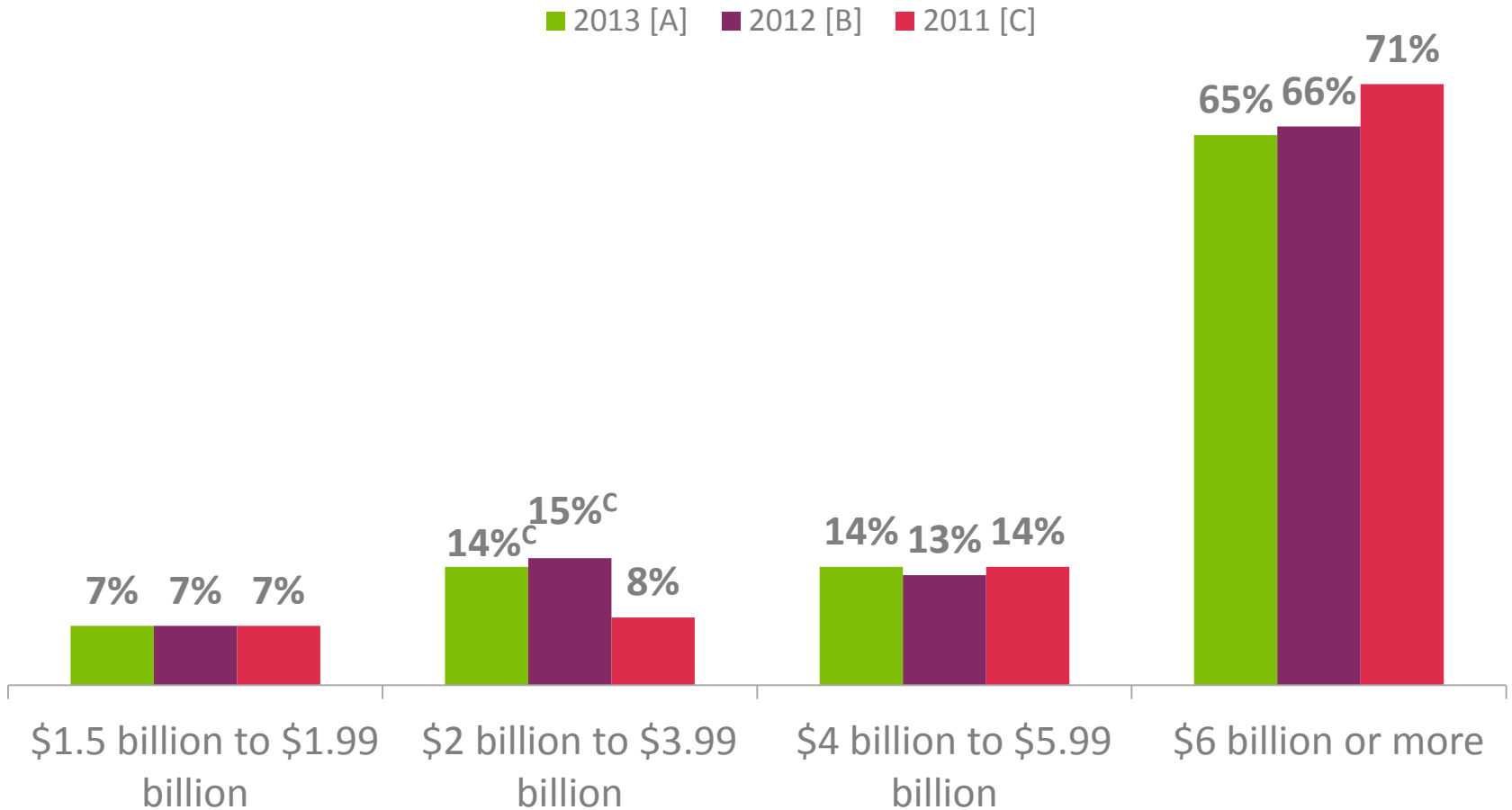
Legend: ■ 2013 [A] ■ 2012 [B] ■ 2011 [C]

	$1.5 billion to $1.99 billion	$2 billion to $3.99 billion	$4 billion to $5.99 billion	$6 billion or more
2013 [A]	7%	14%C	14%	65%
2012 [B]	7%	15%C	13%	66%
2011 [C]	7%	8%	14%	71%

© Harris Interactive

harris
INTERACTIVE

Demographic Profile of Hiring Managers

	Hiring Mangers		
	2013	2012	2011
	N=500	N=516	N=540
Location			
Suburban	68%	69%	71%
Urban	19%	23%	25%
Rural	13%	8%	4%
Education			
High school or less	1%	1%	1%
Some college/Associate degree	11%	10%	8%
4 year college education	35%	31%	34%
Some grad school or above	53%	57%	57%
Job specific training program after high school	1%	*	-
Region			
East	24%	24%	25%
Midwest	24%	27%	24%
South	29%	28%	30%
West	23%	21%	20%
Gender			
Male	72%	68%	72%
Female	28%	32%	28%

	Hiring Mangers		
	2013	2012	2011
	N=500	N=516	N=540
Age			
18-34	11%	9%	15%
35-49	45%	43%	43%
50-64	41%	45%	39%
65 and up	3%	3%	3%
Mean	47.4	48.2	46.9
Median	47	49	47
Hiring Responsibility Level			
Primarily responsible	42%	44%	43%
Significantly responsible	58%	56%	57%
Responsible For Hiring at Levels of Organization			
Unskilled labor	16%	17%	11%
Skilled labor	36%	37%	29%
Office administration	37%	38%	30%
Entry level	62%	62%	61%
Mid-level	78%	79%	79%
Upper management/executive	22%	24%	21%

	Hiring Mangers		
	2013	2012	2011
	N=500	N=516	N=540
Number of Employees			
10,000 or less	21%	20%	10%
10,001-50,000	42%	41%	45%
50,001+	37%	38%	44%
Industry			
Manufacturing	21%	19%	16%
Information technology	12%	10%	12%
Retail	10%	13%	17%
Healthcare	10%	9%	8%
Banking or financial services	9%	17%	19%
Science, technology, engineering or mathematics (STEM)	9%	4%	-
Professional and business services	7%	5%	9%
Transportation	4%	4%	4%
Leisure and hospitality	3%	3%	2%
Utilities	2%	1%	1%
Education	2%	*	2%
Government employee	1%	1%	*
Real estate	*	1%	*
Another industry	10%	13%	10%

harris
INTERACTIVE

Demographic Profile of Job Seekers

	Job Seekers		
	2013	**2012**	**2011**
	N=507	**N=541**	**N=734**
Gender			
Male	51%	49%	49%
Female	49%	51%	51%
Age			
18-29	26%	31%	28%
30-44	32%	28%	26%
45-64	38%	33%	36%
65+	4%	8%	10%
Level of Employment Sought			
Entry	38%	40%	43%
Mid-level	47%	43%	42%
Managerial/Executive	15%	17%	15%
Household Income			
Less than $75,000	73%	64%	66%
$75,000+	24%	26%	25%
Decline to answer	3%	10%	9%

	Job Seekers		
	2013	**2012**	**2011**
	N=507	**N=541**	**N=734**
Location			
Suburban	42%	52%	48%
Urban	33%	25%	27%
Rural	25%	23%	25%
Education			
High school or less	19%	22%	22%
Some college/Associate degree	32%	37%	43%
4 year college education	22%	22%	21%
Some grad school or above	21%	16%	14%
Job specific training program after high school	6%	4%	-
Race			
Caucasian/White	64%	69%	78%
Hispanic/Latino	15%	11%	8%
Black/ African-American	13%	10%	6%
Asian/Pacific Islander	5%	6%	4%
Native American or Alaskan Native	1%	1%	0%
Other	1%	2%	3%
Decline to answer	1%	3%	1%

	Job Seekers		
	2013	**2012**	**2011**
	N=507	**N=541**	**N=734**
Region			
East	25%	22%	25%
Midwest	19%	21%	20%
South	33%	36%	28%
West	23%	21%	27%
Employment status			
EMPLOYED (NET)	64%	55%	55%
Employed full time	47%	40%	37%
Employed part time	11%	10%	12%
Self-employed	6%	5%	5%
Not employed, but looking for work	19%	20%	21%
Retired	3%	7%	9%
Student	9%	13%	12%
Stay-at-home spouse or partner/housewife/husband	5%	4%	4%

Appendix A: Description of Maximum Differential (Max-Diff) Exercise and Indicator Score Construction

Description of Maximum Differential (Max Diff) Exercise

A set of fifteen skills or traits was presented to respondents in groups of four at a time. Job Seekers were asked to choose which skill among the four shown best described them and which least described them. Hiring Managers were asked which skill or trait was most important and which was least important in someone seeking employment in entry level, mid-level, and managerial/executive positions. Due to the more complex nature of the exercise for Hiring Managers, these respondents were shown an example image of a max-diff task question prior to beginning the first task. All respondents completed a total of twelve tasks.

A max-diff exercise can be thought of as a simplified paired-comparison task. The more times a specific feature or benefit is picked as most preferred, the greater the "relative importance" of that feature or benefit. However, instead of presenting respondents with all possible pairs of features and asking, for each pair, which is most important, we utilize an experimental design to simplify the task.

Description of Maximum Differential (Max Diff) Exercise (cont'd)

The experimental design assures that each feature (in this case each particular skill/trait) is compared at least once with every other feature. Designs are balanced as much as possible to ensure features appear the same number of times and in each position in the set.

We use a multivariate statistical technique (multinomial logit) to estimate the likelihood that each feature is picked as "most preferred," "least preferred," or neither most preferred or least preferred. While we could simply count the number of times a feature is picked as most preferred and, perhaps subtract the number of times it is picked as least preferred, this approach assumes that the choices are made "without error." For this reason, we use a probabilistic model.

A preference (or relative importance) index is created by scaling the probability that a feature or benefit is most preferred (or most important, or best describes the respondent). For ease of interpretation and creating comparable measures as indices, each skill or trait is placed on a 0-100 scale where 0 indicates lowest preference and 100 indicates highest preference.

The Indicator Score Construction

The Indicator Score was created from the Hiring Managers' responses to the max-diff exercises on importance and the 5-point commonality measures for the fifteen skills/traits for each of the job categories. The Indicator Score is intended to differentiate between skills with high value and those with low value among people looking for employment.
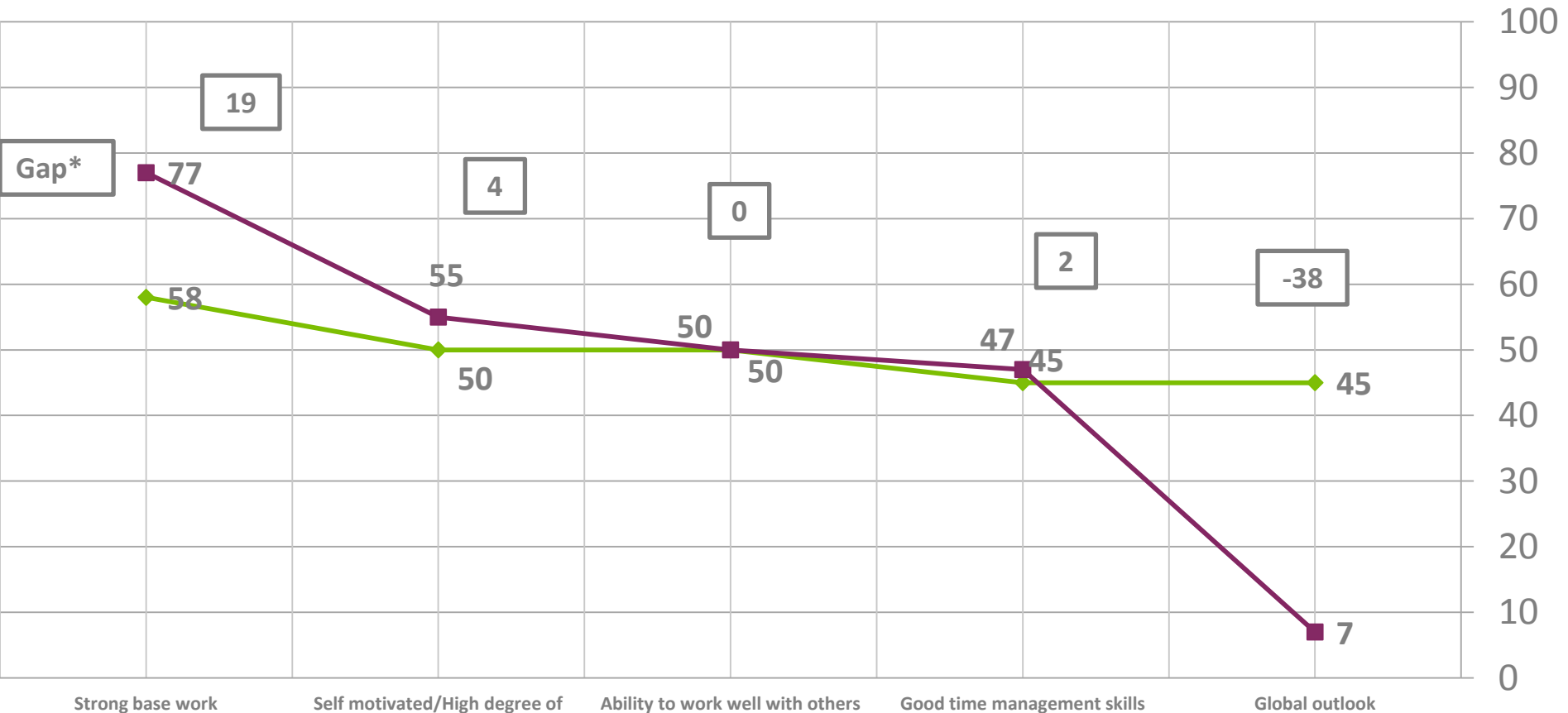
As noted previously, the importance scores from the max diff exercises were scaled from 0 to 100. In order to maintain comparability, the responses to the commonality questions were first recoded from a 1-5 to a 0-100 scale, and then reverse-coded so that 0="extremely common" and 100="not at all common".

The Indicator Score for each skill/trait is created by summing each skill's importance and reverse commonality measure then halving the sum to maintain an overall 0-100 point scale. Skills with high scores on the Indicator Score are those with high importance and less frequent occurrence; those with low scores have low importance and are more commonly found in applicants. An Indicator Score was created for each of the job categories: entry level, mid-level, and managerial/executive level.

Appendix B: Indicator Score Top 5 – Line Charts

Indicator Score for Entry Level And Entry Level Job Seeker Self Assessment – Top 5 Skills/Traits

Gap*

| | 19 | 4 | 0 | 2 | -38 |

Indicator Score for Entry Level (n=500): 58, 50, 50, 45, 45

Entry Level Job Seekers Self Description (n=173): 77, 55, 50, 47, 7

Categories:
- Strong base work ethic/dependable
- Self motivated/High degree of initiative
- Ability to work well with others
- Good time management skills
- Global outlook

Legend:
- Indicator Score for Entry Level (n=500)
- Entry Level Job Seekers Self Description (n=173)

*** "Gap" is the difference between the self-description among job seekers and indicator from hiring managers*
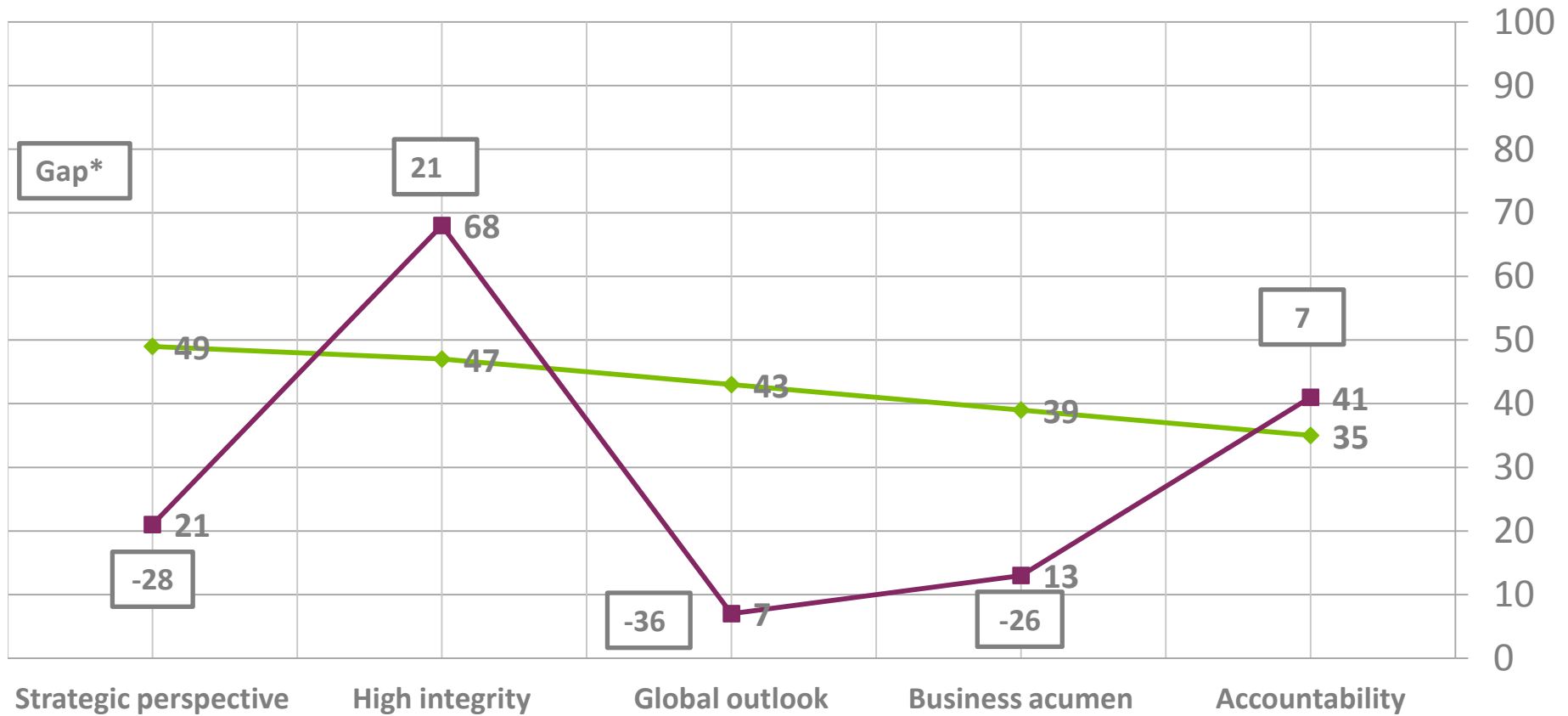
harris INTERACTIVE

Indicator Score for Mid-Level And Mid-Level Job Seeker Self-Assessment– Top 5 Skills/Traits

*** "Gap" is the difference between the self-description among job seekers and indicator from hiring managers*

Indicator Score for Mid-Level (n=500)

Mid-Level Job Seekers Self Description (n=247)

Indicator Score for Managerial Level And Managerial Level Job Seeker Self Assessment – Top 5 Skills/Traits

Gap*

	Strategic perspective	High integrity	Global outlook	Business acumen	Accountability
Indicator Score for Managerial/Executive (n=500)	49	47	43	39	35
Managerial/Executive Job Seekers Self-Description (n=87*)	21	68	7	13	41
Gap	-28	21	-36	-26	7

*** "Gap" is the difference between the self-description among job seekers and indicator from hiring managers*
*Small base (n<100)

◆ Indicator Score for Managerial/Executive (n=500)
■ Managerial/Executive Job Seekers Self-Description (n=87*)

INTERACTIVE

Overall Indicator Score And Job Seeker Self Assessment – Top 5 Skills/Traits

Gap*

	100
	90
	80

78

24

65

39

43
41 41 39 39

Gap values: -24, 24, -35, 39, -30

19

-24

7 -35

8

Strategic perspective **High integrity** **Global outlook** **Strong base work ethic** **Business Acumen**

◆ Overall Indicator Score (n=500)

*** "Gap" is the difference between the self-description among job seekers and indicator from hiring managers*

■ All Job Seekers Self Description (n=507)

harris
INTERACTIVE